

EVALUATION AND RESEARCH *Plan*

2025/2026 - 2027/28

Inspiring A Nation Of Winners



sport, arts & culture

Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA



FOREWORD BY THE ACCOUNTING OFFICER

The Department of Sport, Arts and Culture (DSAC) is committed to conduct both research and evaluation studies, the results of which will be used to inform policymaking, planning and budgeting. The government of South Africa requires all departments to consider carrying out both evaluation and research studies. Therefore, DSAC developed its first evaluation and research plan in 2020 for the 2021/22 to 2023/24 financial years. The plan is updated annually, and this is the updated DSAC Evaluation and Research Plan for the period: 2025/2026 to 2027/28. The purpose of the plan is to provide details of evaluations and research to be undertaken over a three-year period.

DSAC selects the proposed interventions to be evaluated as well as research topics that are of strategic importance, linked to government priorities. The Department considers the following six types of evaluation when conducting evaluations: diagnostic, design, implementation, economic, impact and synthesis.

A diagnostic evaluation is preparatory research to ascertain the current situation prior to an intervention and to inform intervention design. In other words, what is the underlying situation and the root cause of the problem? The purpose of a design evaluation is to ensure that the design of an intervention is robust and likely to work before it is implemented.

An implementation evaluation is conducted during the implementation phase of an intervention to improve the performance thereof. An economic evaluation assesses the costs and benefits of an intervention and the value for money. An impact evaluation seeks to measure changes in outcomes. A synthesis evaluation integrates data from a range of evaluations to draw lessons learnt and come to an informed conclusion about a topic.

DSAC will also consider the application of other evaluation approaches, for example rapid evaluation and sectoral reviews. Research types such as basic, applied and action may be used when conducting research. The improvement plans are developed, implemented and monitored to improve performance of the intervention.

ACTING ACCOUNTING OFFICER: DSAC

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ACRONYMS AND ABBREVIATIONS

APP	Annual Performance Plan
DG	Director-General
DERP	Departmental Evaluation and Research Plan
DERWG	Departmental Evaluation and Research Working Group
DPME	Department of Planning, Monitoring and Evaluation
DSAC	Department of Sport, Arts and Culture
EMT	Executive Management Team
GBV	Gender-based Violence
GDP	Gross Domestic Product
M&E	Monitoring and Evaluation
MTEF	Medium-Term Expenditure Framework
MPAT	Management Performance Assessment Tool
MPP	Mass Participation Programme
NEP	National Evaluation Plan
NEPF	National Evaluation Policy Framework
NES	National Evaluation System
NGO	Non-governmental Organisation
PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
SAHRA	South African Heritage Resources Agency

EXECUTIVE SUMMARY

In 2020, DSAC developed its first evaluation and research plan for the 2021/22 to 2023/24 financial years. This is the fifth plan. The plan is updated annually to align it with the National Evaluation Policy Framework (NEPF), which encourages government departments to develop a rolling three-year evaluation and research plan. Furthermore, the NEPF emphasises the importance of combining evaluation and research to develop a departmental research and evaluation plan.

Evaluation is the systematic assessment of an ongoing or completed policy, programme or project, including its design, implementation and results. The NEPF was developed to inculcate a culture of evaluations in government and to set minimum standards for planning and implementing evaluations in government institutions. The purpose of the NEPF is to promote quality evaluations that can be used for learning to improve the effectiveness, efficiency, relevance and impact of government interventions.

Research is a systematic inquiry to describe, explain, predict and control the observed phenomenon. How we really want to find out, how we build arguments about ideas and concepts, and what evidence that we can support to persuade people to accept our arguments.

The objectives of the evaluation and research plan are as follows:

- to encourage the units in DSAC to evaluate policies, programmes, projects and plans that are of strategic importance;
- to encourage the units in DSAC to evaluate interventions that are prioritised according to the needs of the Department as reflected in the Strategic Plan;
- to encourage the units in DSAC to identify and conduct research that is prioritised according to the needs of the Department;
- to evaluate policies and programmes that have been thought through by management, hence the development of the departmental evaluation and research plan (DERP).

Importance of evaluation

Evaluation is conducted to—

- improve the performance of policies, programmes, projects and plans and provide feedback to managers;
- improve accountability for public spending and the difference it is making;
- improve decision-making on, for example, what is working and what is not working;
- increase knowledge of what works and what does not work with regard to a public policy, programme, project and/or plan.

Importance of research

Research is intended to—

- increase the body of knowledge on a particular issue,
- learn something or to gather evidence,

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- explain the final conclusions that the research study hopes to reach,
- inform action; thus, your study should seek to contextualise its findings within the larger body of research.

The following types of evaluation may be considered when DSAC is carrying out evaluation studies: diagnostic, design, implementation, economic, impact and synthesis.

- Diagnostic evaluation is preparatory research to ascertain the current situation and the root causes of the problem prior to an intervention.
- Design evaluation is used to analyse the theory of change, inner logic and consistency of the programme either before it starts or during implementation to see whether the theory of change appears to be working. It also assesses the quality of the indicators and the assumptions.
- Implementation evaluation is conducted during the implementation phase of the intervention to improve the performance thereof. It aims to evaluate whether an intervention's operational mechanisms support achievement of the objectives or not and understand why.
- Economic evaluation considers whether the costs of a policy or programme have been outweighed by the benefits.
- Impact evaluation seeks to measure changes in outcomes (and the well-being of the target population) that are attributable to a specific intervention. Its purpose is to inform high-level officials about the extent to which an intervention should be continued or not and if there are any potential modifications needed.
- Synthesis evaluation integrates data from a few evaluations to draw lessons learnt and come to an informed conclusion about a topic.

The following types of research may be employed when conducting research: basic, applied and action.

Both evaluation and research results should be used to inform policymaking, planning and budgeting processes. It is important that the results should be discussed in management forums. DSAC needs to identify evaluations and research topics that are of strategic importance and linked to government priorities.

The evaluations and research topics identified for 2025/26 to 2027/28 are in this plan. (The plan will be updated annually.)

Evaluations and research can be conducted internally or externally. If conducted internally, systems should be put in place to ensure they are not unduly influenced by management, who may not like the findings.

1. INTRODUCTION

1.1 Introduction to evaluation and research planning

DSAC continues to service South African citizens in line with its vision: “An active, creative, winning and socially cohesive nation”. Therefore, it is important that the Department’s projects, programmes and policies are informed by research results.

The NEPF encourages government departments to develop a rolling three-year DERP. Furthermore, it emphasises the importance of combining evaluation (a branch of applied research) and research to develop a DERP. Therefore, DSAC developed its first DERP for the 2021/22 to 2023/24 financial years. Since the plan is updated annually, DSAC is now developing the fifth plan for the 2025/26 to 2027/28 financial years. The DERP will reflect evaluations and research topics that should be conducted during the 2025/26 to 2027/28 financial years.

The DERP seeks to ensure that evidence from evaluations and research is applied systematically to inform planning and budgeting to improve service delivery.

The purpose of developing a DERP is to provide details of evaluations and research approved by the Executive Management Team (EMT) as priority evaluations and research to be undertaken over a three-year period, which are linked to the budget process. This helps programme managers to understand the importance of evaluations and research and the need to budget for evaluations and research. Programme managers are encouraged to identify potential evaluations (interventions) and research topics in consultation with the Research and Policy Unit. The evaluations and research topics are prioritised according to the needs and priorities of the Department. The DERP also provides a summary of those evaluations and research that were completed in the last three financial years. The function of DSAC is to promote transformation and contribute to job creation and economic growth.

1.2 DSAC’s approach to evaluation and research

The implementation of this plan will be guided by a range of processes that accommodate both internal and external resources. These processes include assignment of responsibilities, development of a management structure and commitment of funds.

Both internal capacity-building exercises and external support services are designed to improve service delivery. Evaluations and research studies will be conducted internally (by the Research and Policy Unit) and externally by outsourcing to suitable service provider(s) to conduct evaluations and research projects on behalf of DSAC. Terms of reference should be developed when outsourcing the work. The Department of Planning, Monitoring and Evaluation (DPME) may also be asked to assist with this.

It is important that DSAC should capacitate the Research and Policy Unit with the necessary skills and specialist knowledge in evaluation and research. The said Unit must have sufficient resources, especially human capital, to properly manage the implementation of the National Evaluation System (NES).

1.3 National Evaluation System

The DPME developed the NEPF in establishing an NES for South Africa and encourages all government departments to develop departmental evaluation (and research) plans. The NEPF seeks to ensure that evaluation is applied systematically to inform policymaking, planning and budgeting. The main purpose of the revised NEPF is to promote quality evaluations that can be used for learning to improve the effectiveness, efficiency, relevance and impact of government interventions. This is achieved by reflecting on what is working and what is not working and revising interventions accordingly.

The NEPF seeks to ensure that credible and objective evidence from evaluations and research is used in planning, budgeting, organisational improvement, policy review and ongoing programme and project management to improve performance. It provides for the use of several evaluation and research approaches to address complex issues and sets out a common language for evaluations and research in the public service.

There is considerable emphasis on independence and quality to ensure that evaluations are credible. This is done by steering committees and peer reviewers. The role of DSAC's Research and Policy Unit is to ensure quality and to do an independent quality assessment on completion (supported by the DPME).

Evaluations and research may be conducted externally through contracted service providers (more credible since they are distanced from management) or internally through a departmental research and policy unit. If the evaluations and research are conducted internally, it is very important that systems are put in place to ensure they are not unduly influenced by management, who may not like the findings.

Once completed, reports are tabled at an EMT meeting and improvement plans for both evaluation and research reports are developed and monitored by the Department. The reports should be made public and published on the Department's website, although in some cases they may be kept confidential.

The following are the challenges that hamper the expansion of the NES according to the revised NEPF:

- Evaluations (and research) are not used significantly to support planning and budgeting, so we are missing the opportunity to improve government's effectiveness, efficiency, impact and sustainability.
- Evaluation and research processes are taking too long, and results are not effectively used in decision-making.
- The focus has been on implementation evaluation.
- Poor quality of programme plans that were developed without a clear theory of change.
- Evaluations are not mainstreaming critical issues affecting vulnerable groups, i.e. women, the youth and people with disabilities.
- There is more focus on policies and programmes and less focus on sectors, i.e. sectoral programmes.
- There is more focus on outsourcing and less focus on building state capacity to undertake evaluations.

1.3.1 Legislative framework

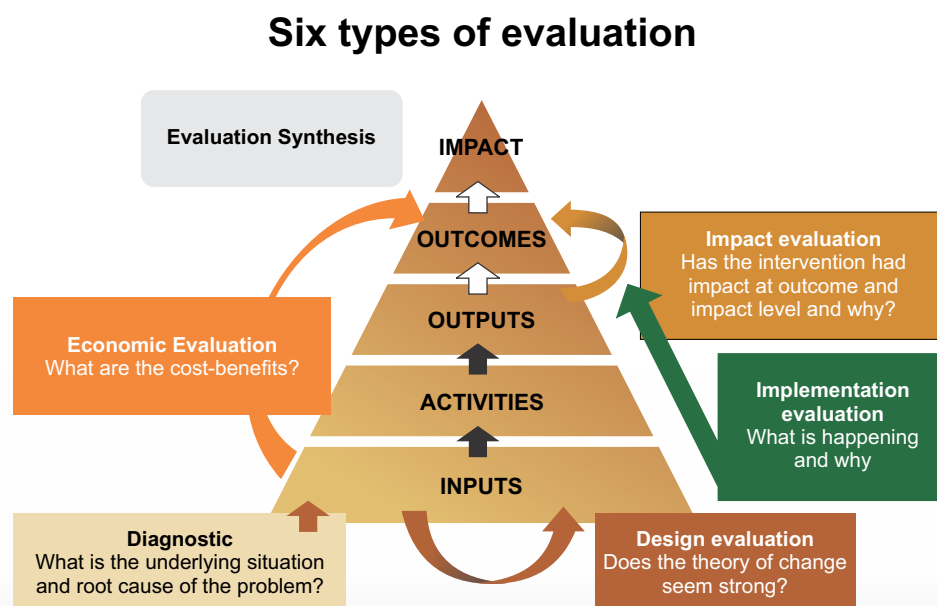
The development and implementation of the DERP are guided by the following legislative framework:

1. The Constitution of the Republic of South Africa, 1996 (the Constitution) – the NEPF derives its mandate from section 195 of the Constitution. In section 195, the principles of public administration are provided, especially the following:
 - Efficient, economic and effective use of resources must be promoted.
 - Public administration must be development-oriented and accountable.
 - Transparency must be fostered by providing the public with timely, accessible and accurate information.
2. The Public Finance Management Act, 1999 (Act No. 1 of 1999) (the PFMA) – section 38 of the PFMA states that the accounting officer must ensure that a department has and maintains systems to evaluate and conduct research on major capital projects.
3. The Government-wide Monitoring and Evaluation System was approved by Cabinet in 2005 and provides the overall framework for monitoring and evaluation (M&E) in the South African government. It draws from three data terrains for M&E purposes, each of which is the subject of a dedicated policy describing what is required for them to be fully functional. In 2007, the National Treasury issued a Framework for Managing Programme Performance Information and in 2008 Statistics South Africa issued the South African Statistical Quality Assessment Framework. In 2011, the DPME issued the NEPF to complete the picture.
4. The NEPF was developed to inculcate a culture of evaluations in government and to set minimum standards for planning and implementing evaluations in government institutions. The purpose of the NEPF is to promote quality evaluations that can be used for learning to improve the effectiveness, efficiency, relevance and impact of government interventions.

1.3.2 Main types of evaluation and research

DSAC will consider the types of evaluation when a policy, programme, project and/or plan must be evaluated. Below is a figure that describes the types of evaluation.

Figure 1:
Types of evaluation



The table below explains the types of evaluation in detail.

Table 1: Evaluation types

Type of evaluation	Period/Time	Description
Diagnostic evaluation	Done at key stages prior to design or planning	Preparatory research to ascertain the current situation prior to an intervention and to inform intervention design. (What is the underlying situation and the root cause of the problem?)
Design evaluation	Done after an intervention has been designed, either before a programme starts or in the first year of implementation	Analyses the theory of change, inner logic and consistency of a programme either before it starts or during implementation to see whether the theory of change appears to be working. This is quick to do and uses only secondary information and should be used for all new programmes. It also assesses the quality of the indicators and the assumptions. The purpose of a design evaluation is to ensure that the design of an intervention is robust and likely to work before it is implemented.
Implementation evaluation	Most often conducted during the implementation phase of a programme, but can be conducted once or several times during the intervention	Focuses on how a policy or programme is being implemented and aims to evaluate whether an intervention's operational mechanisms support achievement of the objectives or not. The purpose of an implementation evaluation is to understand how a policy, plan or programme is working and how it can be strengthened to improve performance.
Economic evaluation	Mostly conducted during the implementation phase of an intervention	Assesses the costs and benefits of an intervention and the value for money. The purpose of an economic evaluation is the comparative analysis of alternative courses of action in terms of both their costs and actions.
Impact evaluation	Done at key stages of the intervention, e.g. five years and onwards	Seeks to measure changes in outcomes (and the well-being of the target population) that are attributable to a specific intervention. It focuses on the outcomes or impacts that are a result of the intervention. An impact evaluation is structured around the following question: <i>What is the impact (or causal effect) of a programme on an outcome of interest?</i> This is difficult to do as you need to separate changes that are due to other factors. Impact evaluations should be designed from the inception of an intervention, so the right data is collected. If appropriate, a random sample of people receiving the intervention will be identified to be compared with those not receiving it, and in many cases a baseline will be established for those receiving/not receiving the intervention.

Type of evaluation	Period/Time	Description
Impact evaluation	Done at key stages of the intervention, e.g. five years and onwards	<p>The impact evaluation uses monitoring data and evidence from the implementation evaluation. It examines whether underlying theories and assumptions were valid, what worked, what did not work and why. Impact evaluations often assess the effectiveness of a policy (does it work?), the efficiency of resources (value for money) and adaptability – indicating when and how to modify the policy/programme.</p> <p>Its purpose is to inform high-level officials about the extent to which an intervention should be continued or not and if there are any potential modifications needed. This type of evaluation is implemented on a case-by-case basis.</p> <p>Not all interventions warrant an impact evaluation. Impact evaluations can be costly, and the evaluation budget should be used strategically. If the programme does not require a budget or only affects a few people, it may not be worth doing an impact evaluation. The programme to be evaluated should be <i>innovative, replicable, strategically relevant, untested and influential</i>.</p> <p>Do you know how big the programme's impact will be? Is there available evidence from a similar country with similar circumstances?</p>
Synthesis evaluation	Conducted when evaluation reports on the same topic are available	Integration or synthesis of data from several evaluations to draw lessons learnt and come to an informed conclusion about a topic.

Note: the types of evaluation can be combined; for example, a quantitative impact evaluation will usually also have a qualitative implementation evaluation to understand why changes are happening and could also have an economic evaluation to assess costs and benefits.

Once the evaluation is completed, an official response to the recommendations should be obtained from management and an improvement plan drawn up, implementation of which is then monitored for at least two years to ensure that changes are being made.

1.3.3 Approaches to evaluation

Table 2: Approaches to evaluation

Approach	Description	Time required to complete
Rapid evaluation	<p>Quick evaluations are conducted during emergencies or as part of preliminary analysis to help determine priorities, identify emerging problems and trends and enable decision-making to either support full-scale evaluation or project adjustments to meet the needs or project objectives. The implementation of this type of evaluation is usually faster, more dynamic and complex.</p> <p>An evaluative workshop approach is an internally driven rapid evaluation. It is an exploratory exercise that is less formal than full-length evaluations. It can take place in varying circumstances, e.g. when a programme is under review or any time after the peak of a crisis or emergency. It combines methods such as desktop, document and literature review, key informant interviews and stakeholder workshops.</p> <p>Evaluative workshops are varied in scope and scale as they are based on the users' needs and can range from a 2-hour meeting to a 3-day workshop. This is a small-scale internal exercise that can be led by the programme managers working closely with the Research and Policy Unit in DSAC. Rapid evaluations should be carried out as part of internal evaluations.</p>	One week to three months
Sectoral reviews	<p>Sector-wide approaches differ from policy and programme to project-based approaches which are characterised by narrowly defined objectives. These approaches take a holistic and long-term strategic view on the entire sector; however, sector results are achievable in the long-term. They are results-oriented, with a focus on broader sector performance. Specific programme/project approaches focus narrowly on results, guided by their targets, and not on overall sector perspectives. These targets tend to focus on specific detail and cannot always address broader issues effectively.</p>	12 to 18 months
Gender-responsive evaluations	<p>Evaluations should always apply a gendered understanding to the evaluation process. This requires attention to gender throughout all aspects of the iterative cycle of government planning, implementation and M&E.</p> <p>It also means consideration of gender issues in the cross-cutting dimensions, including institutional arrangements, capacity development and information sharing. A government-led gender-responsive evaluation process involves:</p> <ul style="list-style-type: none"> • engendering the design of evaluations, • engendering the terms of reference, • wearing a gender lens when conducting evaluations. 	no time frame

1.3.4 *Evaluative questions and key issues for evaluation*

The following are examples of typical evaluative questions:

- Do policies or programmes have clear objectives and a theory of change? (design evaluation question);
- Are the steps involved in providing a service efficient? (Implementation evaluation question);
- How have beneficiaries' lives changed because of a programme or policy? (impact evaluation question);
- Is the programme providing value for money? (cost-effectiveness question).

The following are some key issues for evaluation (evaluation criteria):

- (a) **Relevance** – to what extent are the policy, programme or project's objectives pertinent in relation to the evolving needs and priorities of government? Is the intervention doing the right thing? Is the intervention relevant?
- (b) **Efficiency** – how economically have the various resource inputs been converted into tangible goods and services (outputs) and results? How well are resources being used?
- (c) **Effectiveness** – to what extent have the outcomes been achieved and have the outputs of the policy, programme or project contributed to achieving its intended outcomes? Are the objectives of the development interventions being achieved? Is the intervention implemented as planned? Is the intervention achieving its objectives?
- (d) **Utility** – how do the results of the policy, programme or project compare with the needs of the target population(s)?
- (e) **Impact** – did the intervention achieve the right impact? What difference does the intervention make?
- (f) **Sustainability** – to what extent can the positive changes be expected to last after the programme has been terminated? Did the intervention achieve sustainable results? Will the benefit last?
- (g) **Coherence** – how well does the intervention fit?
- (h) **Gender responsiveness** – to what extent is the intervention focusing on gender inclusivity, e.g. is the intervention taking females into account? Does the intervention address social justice?
- (i) **Climate and ecosystems health** – the extent to which the intervention is contributing to the climate and ecosystems health such as job creation and economic growth strategies. The extent to which the intervention is addressing issues raised by climate change such as disaster.

1.3.5 *Types of research*

Basic research takes the form of a theory that explains the phenomenon under investigation to give its contribution to knowledge. Basic research is driven purely by curiosity and a desire to expand our knowledge. The purpose of this type of research is to understand and explain, i.e. the research is interested in formulating and testing theoretical construct and propositions that ideally generalise across time and space. Basic research is more descriptive in nature, exploring what, why and how questions. For example, the development of a model for social cohesion through sport and recreation.

Applied research is a methodology used to solve a specific, practical problem of an individual or group. The purpose of this type of research is to help people understand the nature of human problems so that human beings can more effectively control their environment. In other words, applied research pursues potential solutions to human and societal problems. This research is more prescriptive in nature, focusing on “how” questions. Applied research topics can cover a wide variety of subjects, all addressing practical problems. For example, an analysis of sport and recreation programmes for older people in Gauteng and an assessment of the effectiveness of physical education programmes in high schools in Pretoria.

Action research is either research initiated to solve an immediate problem or a reflective process of progressive problem solving led by individuals working with others in teams or as part of a community of practice to improve the way they address issues and solve problems. This type of research aims at solving specific problems in a programme, organisation or community. The design and data collection in action research tend to be more informal, and the people in the situation are directly involved in gathering information and studying themselves and their conduct. For example, the satisfaction level of athletes at a tournament or the role of talent identification in the school sport championships.

Once the research/evaluation is completed, an official response to the recommendations should be obtained from management and an improvement plan drawn up, implementation of which is then monitored for at least two years to ensure that changes are being made.

The DERP will be rolled out annually, with the timing linked to the budget process to enable budgeting for evaluations. At the same time, any evaluations/research to be considered for the multiannual national/provincial evaluation and research plan will be submitted.

1.3.6 *Approaches to research*

DSAC will encourage participatory research to allow relevant stakeholders to be part of the research processes and will apply quantitative and qualitative research approaches.

2. PURPOSE OF THE DEPARTMENTAL EVALUATION AND RESEARCH PLAN

The purpose of DSAC's DERP is to provide details of evaluations and research approved by the Department as priority evaluations and research to be undertaken over a three-year period, which are linked to the budget process. The plan seeks to ensure that evaluations and research are applied systematically to inform planning and budgeting to promote service delivery.

Purpose of evaluation

Evaluation is conducted to:

- improve the performance of an intervention and provide feedback to the programme managers. For example, was this the right intervention for the stated objective?
- improve accountability for public spending and the difference it is making. For example, is the spending providing value for money?
- generate knowledge, i.e. to increase knowledge of what works and what does not work with regard to a public policy, programme, project and/or plan. This allows government to build an evidence base for future research policy development.
- improve decision-making by assisting policymakers, planners and finance departments to be able to judge the merit or worth of an intervention. For example, is the intervention (policy, programme, project and/or plan) meeting its goals and objectives? Is the intervention having an impact on the lives of intended beneficiaries?

Purpose of research

Research is intended to:

- increase the body of knowledge on a particular issue;
- learn something or to gather evidence;
- explain the final conclusions that the research study hopes to reach;
- inform action; thus, your study should seek to contextualise its findings within the larger body of research.

Both evaluation and research findings should inform policymaking, planning and budgeting. Therefore, the results should be discussed in management forums. Furthermore, lessons learnt can be drawn from evaluation and research findings.

3. LINKAGES TO WIDER EVALUATION AND RESEARCH PLANS AND SYSTEMS

3.1 Linkages to national or provincial evaluation and research plans

Departmental evaluations and research may also be part of the national evaluation plan (NEP) or the provincial evaluation and research plan (PERP), in which case they are also identified as provincial/national priorities and part-funded by the Office of the Premier/DPME, who are partners throughout the evaluation and research. Criteria for selection include the importance of evaluations/research in terms of the government priorities of the medium-term strategic framework, as well as provincial/departmental priorities.

3.2 Linkage to planning

Evaluation and research findings should be used to inform planning and budgeting. This includes the development of the Department's Strategic Plan and Annual Performance Plan (APP). For instance, the results from both evaluations and research should guide and inform decision-makers on whether to continue with an existing programme or to design a new programme. Research results may give direction as to whether to develop a particular policy.

Programme planning: evaluation and research are the key elements in programme planning processes. The evaluation and research results or recommendations inform planning and budgeting. This will assist the Department to know which programmes are working and which ones are not working and the way forward. The research results will inform the Department which programmes should be designed or reviewed.

Strategic planning: evaluations and research form an integral part of the strategic management processes of DSAC (or any other department). The DSAC DERP is informed by the priorities of the Department as outlined in the Strategic Plan.

APP: the development and review of the APP considers the development and implementation of the DSAC DERP, which should also be linked to the budget processes of the medium-term expenditure framework (MTEF). Furthermore, the implementation of the evaluation and research recommendations must be incorporated into the APP.

3.3 Linkage to the departmental monitoring and evaluation framework

The development of the DERP considers the priorities that have been identified in the M&E framework. The commitments that are in the framework should inform the content of the DERP.

The Research and Policy Unit should make use of the M&E forum to capacitate provinces and entities in terms of research and evaluation. The said forum can also be used to prioritise and select sectoral programmes that should be evaluated and to identify research topics together with provinces and DSAC entities.

4. DEPARTMENTAL EVALUATION AND RESEARCH SYSTEM

4.1 Resources and structure of DSAC to support evaluations and research

The Research and Policy Unit is responsible for carrying out evaluations and research for the Department in consultation with programme managers. However, it is a small Unit with insufficient resources. Currently, DSAC does not have sufficient human resources to carry out evaluation and research studies. The staff in the said Unit need to be increased with capacity building in evaluation and research-related matters.

Programmes/branches should include budget for evaluations and research in the MTEF to enable evaluations and research to be conducted. The Research and Policy Unit can part-fund evaluations and research in the Department and possibly fund evaluation and research capacity development. There should be a time frame specifying the period for conducting evaluations and research.

The Research and Policy Unit is expected to perform the following tasks:

- provide guidance on research and evaluation-related matters;
- develop and manage the DERP;
- implement the research and evaluation system; therefore, DSAC should ensure that the Research and Policy Unit is well resourced and skilled. There should be an evaluation and research specialist in the Department with relevant specialist knowledge of evaluation and research methodologies;
- assist DSAC branches to prepare concept notes and research proposals;
- develop an inventory of the evaluations already undertaken in the Department and maintain the inventory on an ongoing basis;
- manage the process of developing and undertaking research and evaluations, including developing and monitoring improvement plans arising from research and evaluation reports;
- ensure that evaluations and research are planned in line with the programme life cycle and aligned with departmental planning processes (strategic plan, APP, etc.);
- ensure that evaluation and research steering committee is established for purposes of oversight and project management;
- ensure that the learnings from evaluation findings are implemented in improvement plans and used for planning, budget and other decision-making.
- decide on modalities for and encourage wider dissemination of evaluation and research results;
- ensure that the types of evaluation proposed are appropriate and balanced;
- ensure that research and evaluation data sets are stored centrally for access (information management).

The role of the DPME in supporting departmental evaluation and research systems

- Part of the DPME's role is to ensure that evaluations and research are undertaken systematically across government to improve performance and accountability.
- As such, the DPME will assist national departments in the development of departmental evaluation systems. This support can include:
 - making presentations to senior management on the NES;
 - supporting national departments in developing their concept for departmental evaluation plans;
 - making available all the guidelines and systems developed as part of the NES;
 - making available the evaluations already conducted or planned to be conducted;
 - providing guidance to departments on sources of training available to them;
 - facilitating sharing of best practices at national and provincial M&E forums and other relevant platforms;
 - potentially providing shared services to all departments, such as quality assessment of evaluations.

The role of DSAC in supporting other DSAC structures, for example provinces, entities and non-governmental organisations (NGOs), is to:

- ensure alignment between provincial and national evaluation systems (to avoid duplication);
- facilitate capacitation of provincial departments' evaluation and research units;
- ensure provinces participate in the departmental evaluation and research working group (DERWG) or evaluation steering committees and vice versa;
- support implementation of improvement plans at provincial level.

Sharing learnings on implementing evaluation and research systems:

- The departmental M&E forum can be used to share learnings, potentially with special sittings to enable in-depth sharing.

4.2 Departmental evaluation and research cycle

The DSAC DERP will be rolled out annually. It should be linked to the budget processes so that evaluations and research projects can be budgeted for. The annual cycle for developing the DERP is shown in table 2 below.

Table 3: Action plan for developing the 2025/26 departmental evaluation and research plan (Unpacking the evaluation and research cycle)

Phase 1: Preparing the DERP		
Action	Responsible	Timeline
Call for proposals received; meet with relevant DSAC branches to assist with drafting of concept note(s) and research proposals	Research and Policy Unit	October 2024
Receive concept notes and research proposals	Programme managers	November 2024
Select and prioritise concept notes and research proposals	Research and Policy Unit	November 2024
Present draft concept notes and research proposals to EMT for approval	Research and Policy Unit	November 2024
Approve concept notes and research proposals	Director-General (DG)	November 2024
Develop draft DERP	Research and Policy Unit	November 2025
Present draft DERP to EMT for approval	EMT	November 2024
Approve DERP	DG	December 2025
Build capacity in evaluation and research-related matters	Research and Policy Unit	January 2025

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Phase 2: Undertaking the evaluation and research (assuming external)		
Action	Responsible person	Timeline (Ideally)
Complete terms of reference (terms of reference should contain the objectives, scope, products/ deliverables, methodology or evaluation approach, evaluation team and implementation arrangements)	Research and Policy Unit in consultation with the programme manager	April 2025
Issue a call for proposals to service providers	Supply Chain Management	April 2025
Receive bids	Research and Policy Unit	May 2025
Make presentations on proposals	Bidders	May 2025
Select a service provider	Bid Committee	June 2025
Appoint a service provider	Bid Committee	June 2025
Submit an inception report (for an internal evaluation this will still be needed but it may be different)	Research and Policy Unit	July 2025
Collect and analyse data	Service provider	September to December 2025, depending on the nature of evaluation and research
Develop draft report	Research and Policy Unit together with service provider	January 2026
Organise stakeholder validation workshop	Research and Policy Unit together with service provider; programme manager's presence is important	February 2026
Table report at EMT meeting	Research and Policy Unit	February 2026
Approve final report	DG	March 2026

Phase 3: Follow-up		
Action	Responsible person	Timeline
Workshop recommendations and draft improvement plan	Research and Policy Unit	May 2026
Approve improvement plan	DG	June 2026
Implement improvement plan	Relevant programme manager(s) and other relevant stakeholders where necessary	Ongoing after the improvement plan is approved
Monitor improvement plan	Research and Policy Unit	Six monthly for two years after approval of the improvement plan

5. DEPARTMENTAL EVALUATIONS AND RESEARCH UNDERTAKEN IN THE LAST THREE YEARS

This is the fifth DSAC DERP after the merger of the Department of Sport and Recreation South Africa and the Department of Arts and Culture.

Table 4: Evaluations undertaken in the last three years

	Title	Focus (purpose) of evaluation	Status	Date of completion	Implementation of findings/progress
Programme 1: Corporate Services					
Evaluation study: Mid-term Strategic Plan: 2020–2025	Implementation evaluation coupled with design evaluation of the Mid-term Strategic Plan: 2020–2025	To assess how the Strategic Plan 2020–2025 has been implemented for the past two and half years (from 2020 to 2021/22)	Completed	2022	The final improvement plan was submitted to the Strategic Planning Unit for implementation purposes
Evaluation study: Moral Regeneration Programme Social Cohesion unit	Implementation evaluation coupled with design and impact evaluation of the Moral Regeneration Movement	To assess the effectiveness of the MRM programme design and how it has been implemented	Completed	2024	The final improvement plan is in place and awaiting approval before it can be submitted to Social Cohesion for implementation
Evaluation study: Social Cohesion Advocates Programme	Implementation evaluation coupled with design and impact evaluation of the Social Advocates Programme	To assess the effectiveness of the SCAD programme design and how it has been implemented	Completed	2024	The final improvement plan is in place and awaiting approval before it can be submitted to Social Cohesion for implementation
Evaluation study: National Days Programme	Implementation evaluation coupled with design and impact evaluation of the National Days	To assess the effectiveness of the National Days programme design and how it has been implemented	Completed	2024	The final improvement plan is in place and awaiting approval before it can be submitted to Social Cohesion for implementation

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	Title	Focus (purpose) of evaluation	Status	Date of completion	Implementation of findings/progress
Programme 2: Recreation Development and Sport Promotion					
Evaluation study: Youth Camp Programme	Implementation evaluation coupled with design and economic evaluations of the Youth Camp Programme	To assess if the Youth Camp Programme was implemented as planned, if the theory of change made logical sense and if the Programme provided value for money	Completed	2021	The final improvement plan was implemented by the Community sport unit and submitted monitoring reports for 2 years.
Programme 3: Arts and Culture Promotion and Development					
Rapid evaluation of Venture Capital Fund (VCF) pilot project	Implementation evaluation coupled with design evaluation of the VCF pilot project	To assess if the VCF pilot project was implemented as planned and if the theory of change made logical sense	Report completed/ approved.	2021	The implementation of the final improvement plan was monitored for 2 years
Programme 4: Heritage Protection and Preservation					
Implementation evaluation of the Heritage Bursary Programme	Implementation evaluation coupled with design evaluation of the Heritage Bursary Programme	To assess if the Heritage Bursary Programme was implemented as planned and if the theory of change made logical sense	Report completed/ approved	2022	The implementation of the final improvement plan has been monitored.

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Table 5: Research undertaken in the last three years

Branch/ Programme	Research topic	Focus (purpose) of research	Status	Date of completion	Implementation of findings/progress
Programme 1: Corporate Services					
Chief Directorate: Marketing and Communica- tion	Perception of stakeholders on DSAC's reputation	To establish how stakeholders perceive services rendered by DSAC and how stakeholders perceive DSAC's reputation	Completed	2024	The report including the improvement plan were submitted to the Mar- keting and Communi- cation Chief Directorate for the implementation of the recommendations
Programme 2: Recreation Development and Sport Promotion					
Chief Directorate: Winning Nation	Examine the level of accessibility of funds and the impact of funds allocated to women in selected sporting codes	To establish the cause leading to women in sport getting less funding. To establish how the unequal allocation of resources for men and women affects the participation of women in sport	Completed	2022	The report was sub- mitted to the Winning Nation Chief Directorate for implementation of the recommendations

6. SUMMARY OF EVALUATIONS AND RESEARCH PLANNED/PROPOSED FOR 2025/26 TO 2027/28

6.1 Criteria and process used for selection of departmental evaluation and research initiatives

This section summarises the criteria used for selecting evaluations and research topics. The Department should also consider new interventions where evaluations should be planned prior, e.g. for a diagnostic evaluation, from the outset, conduct a baseline study for an impact evaluation, during to see how it is working, conduct an implementation evaluation, and after some time an impact evaluation, which may well build on a baseline at the beginning of the intervention.

The criteria for the NEP can be used as the selection criteria for interventions for the DERP.

The following should be considered:

- interventions are a departmental **priority**:
 - linked or aligned to the **7 priorities** of government;
 - aligned with the **planning cycle**: recommendations in the improvement plan should be incorporated into the APP; progress against the improvement plan should be reported in the annual report;
 - strategic, where it is important to learn; and
 - large (with a programme budget of over R500 million or with a wide footprint covering over 10% of the population).

In addition, features to be considered include interventions (programmes) that–

- are **innovative** and where learning is important;
- are from an area where there is a lot of **public interest**;
- have a **theory of change**/logical framework. At this stage there are no minimum standards for implementation programmes so evaluations are not excluded if this is not the case;
- have not been evaluated for the past three years and should be assessed;
- have failed to meet their targets within set time frames – these must be prioritised;
- target vulnerable groups, particularly women, the youth and people with disabilities – these interventions are important;
- are at a **critical stage** where decisions are to be taken for which an evaluation is needed; therefore, it is important that it is evaluated now;
- ideally have **monitoring data** that can be used, including background and previous documented performance, and current programme situation;
- have a **potential budget** for evaluation from the Department, the DPME or donors.

SUMMARY OF THE EVALUATION AND RESEARCH PROJECTS DSAC IS CURRENTLY UNDERTAKING IN 2024/25

Table 6: Summary of evaluation and research projects undertaken in the 2024/25 financial year

Branch	Evaluation/Research topic	Estimated budget	Internal/ External
Corporate Services: Recreation Development and Sport Promotion	Implementation coupled with impact evaluation of the Conditional grant – Mass participation and Sport development	R485 300.00	External
Corporate Services: Recreation Development and Sport Promotion	Implementation coupled with impact evaluation of the Community Conversations – Dialogue	R538 775.00	External
Corporate Services: Arts and Culture Promotion and Development	Implementation and design evaluation of the Language Bursary Project	R100 000.00	Internal
Corporate Services: Recreation Development and Sport Promotion	Barriers to transforming inclusive participation of women in sport in decision-making: A case study in selected sporting codes	R431 884.80	External

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6.2 Summary of evaluations and research proposed for 2025/26 to 2027/28

Table 7: Summary of the proposed evaluations for 2025/26 to 2027/28

Branch	Name of intervention to be evaluated	Type of evaluation	Methodology	NEP/DERP	Commissioned or internal	Years of implementation			Key motivation for the evaluation including scale (e.g. budget and beneficiaries)	Linkages to other evaluations
						2025/26	2026/27	2027/28		
Recreation Development and Sport Promotion	Outdoor Gyms	Implementation evaluation	Mixed method will be used consisting of literature review, quantitative and qualitative methods	DERP	External	X			To assess the implementation of Outdoor Gyms	No records of similar evaluation conducted for DSAC
Recreation Development and Sport Promotion	MIG Sport Infrastructure	Implementation evaluation coupled with design evaluation	Mixed method will be used consisting of literature review, quantitative and qualitative methods	DERP	External	X			To assess the implementation of MIG Sport Infrastructure	No records of similar evaluation conducted for DSAC
Corporate Services	Internship Programme	Implementation evaluation including impact	Mixed method will be used consisting of literature review, quantitative and qualitative methods	DERP	Internal	X			To assess the implementation of internship programme and impact on the beneficiaries	No records of similar evaluation conducted for DSAC
Heritage Promotion and Preservation	Oral History Programme	Implementation evaluation coupled with design evaluation	Mixed method will be used consisting of literature review, quantitative and qualitative methods	DERP/steering committee	External			X	To assess the implementation of the Oral History Programme	No records of similar evaluation conducted for DSAC
Heritage Promotion and Preservation	Conditional grant for libraries	Implementation and impact evaluation study	Mixed method will be used consisting of literature review, quantitative and qualitative methods.	DERP/steering committee	External		X		To assess how the grant implementation and changes it made	No records of similar evaluation conducted for DSAC

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Table 8: Summary of research proposed for 2025/26 to 2027/28

Branch	Proposed research topic	Methodology	NEP/ DERP	Commissioned or internal	Years of implementation			Key motivation for the evaluation including scale (e.g. budget and beneficiaries)	Linkages to other evaluations
					2025/26	2026/27	2027/28		
Heritage Promotion and Preservation	The role of digital technologies in the preservation and promotion of indigenous knowledge	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External	X			To find out the role of digital technologies in the preservation and promotion of indigenous knowledge	No records of similar research conducted for DSAC
Heritage Promotion and Preservation	The top 10 towns and cities in each province that have Dutch and British colonial origins. These can be places named after places and people in Europe	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To find out about the top 10 towns and cities in each province that have Dutch and British colonial origins	No records of similar research conducted for DSAC
Heritage Promotion and Preservation	The role of heritage in economic development	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To find out the role of heritage in economic development	No records of similar research conducted for DSAC
Heritage Promotion and Preservation	Impact of legacy projects	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To assess the impact of legacy projects	No records of similar research conducted for DSAC
Arts and Culture Promotion and Development	Design creative services (given contribution to GDP)	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To design creative services	No records of similar research conducted for DSAC

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Branch	Proposed research topic	Methodology	NEP/ DERP	Commissioned or internal	Years of implementation			Key motivation for the evaluation including scale (e.g. budget and beneficiaries)	Linkages to other evaluations
					2025/26	2026/27	2027/28		
Recreation Development and Sport Promotion	Public opinion on race relations	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To investigate public opinion on race relations No records of similar research conducted for DSAC	
Recreation Development and Sport Promotion	Major sport assessments/ project and events assessment	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To assess the impact of sport events No records of similar research conducted for DSAC	
Recreation Development and Sport Promotion	Investment in sport development initiatives/ programmes	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X		To investigate investment in sport development initiatives No records exist of similar research conducted for DSAC	
Corporate Services: Social Cohesion	Do South African men value women and girls?	Mixed method consisting of quantitative and qualitative research and literature review will be used	DERP/ steering committee	External			X	South African women and girls are negatively affected by gender-based violence (GBV). Do men value women? There are records on GBV cases	
Heritage Promotion and Preservation	Identification and protection of sacred sites and objects	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External			X	To find out about the identification and protection of sacred sites and objects No records exist of similar research conducted for DSAC	

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Branch	Proposed research topic	Methodology	NEP/ DERP	Commissioned or internal	Years of implementation			Key motivation for the evaluation including scale (e.g. budget and beneficiaries)	Linkages to other evaluations
					2025/26	2026/27	2027/28		
IR	Pride in being South African/percentage of citizens who show a strong devotion to their country (survey research)	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X	To investigate if South Africans are proud of being South African	No records exist of similar research conducted for DSAC	
	Recreation Development Sport Promotion	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X	To conduct facility audit	No records exist of similar research conducted for DSAC	
Recreation Development Sport Promotion	Skills, resources and infrastructure development (capacity and capability training and development; focus on volunteers)	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X	To investigate skills, resources and infrastructure development	No records exist of similar research conducted for DSAC	
	Environmental and broader sustainability imperatives	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X	To find out about the environmental and broader sustainability imperatives	No records exist of similar research conducted for DSAC	
	The role of the indigenous games	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External		X	To investigate the role of the indigenous games	No records exist of similar research conducted for DSAC	

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Branch	Proposed research topic	Methodology	NEP/ DERP	Commissioned or internal	Years of implementation			Key motivation for the evaluation including scale (e.g. budget and beneficiaries)	Linkages to other evaluations
					2025/26	2026/27	2027/28		
Corporate Services: Social Cohesion	Costing of social cohesion	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External			X	To cost social cohesion and enhance social cohesion and nation building	No records exist of similar research conducted for DSAC
	Development of an accreditation system for museums	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External			X	To find out about the development of an accreditation system for museums	No records exist of similar research conducted for DSAC
	Responsiveness to crises such as the impact of load shedding, COVID-19 and climate change	Mixed method (quantitative and qualitative research)	DERP/ steering committee	External			X	To investigate responsiveness to crisis situations	No records exist of similar research conducted for DSAC
Heritage Promotion and Preservation									

7. DETAILED CONCEPT NOTES FOR EVALUATIONS AND RESEARCH PROPOSALS FOR 2025/26 to 2027/2028

7.1 Evaluation 1: Evaluation of the Internship Programme

Submitted for DERP

Implementing branch: Corporate Services

Background to the evaluation

DSAC gives graduate students workplace experience and an opportunity to practice the work skills that they have studied and will practice in future through the Public Service Internship Programme. This provides practical and accelerated learning programmes which build essential occupational competences required by the Department and complement theoretical, classroom-based learning, to unemployed South African students and graduates in line with the period prescribed in the Directive issued by the Minister of Public Service and Administration. The Programme is one of the initiatives aimed at attracting graduates to the public service by offering them an opportunity to acquire valuable work experience that will enhance their employability.

The objectives of public service internship programme are:

- To resolve the general shortage of qualified and skilled people in the workforce by encouraging graduates to equip themselves with the necessary practical experience.
- To assist in meeting the strategic staffing needs of the public service by providing practical and accelerated work experience programmes that expose interns to specific occupations.
- To provide unemployed graduates with valuable work experience and skills to enhance their employability.
- To address the problem of youth unemployment, especially tertiary (university and technikon) graduates by providing them with work experience opportunities in the public service.
- To provide opportunities to gain some practical experience for students who are required to do this to earn credits towards a qualification.
- To contribute to accelerated service delivery by government through the improved introduction of skilled personnel in the public service.
- To improve equitable access to public sector employment for rural and marginalised groups such as women and the disabled.
- To contribute to lifelong learning.
- To increase awareness among students of job and career opportunities in the public service.

Importance of the evaluation

It is important to evaluate the Internship Programme to assess how it has been implemented and provide feedback to the programme managers. The programme will also be assessed towards alignment with government priorities.

Purpose of the evaluation

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency and impact of the internship programme has been implemented and address possible operational constraints. The evaluation also aims to improve programme performance.

Type of evaluation

Implementation evaluation.

Key questions to be addressed

- Is the internship programme implemented as planned (according to the intended objectives)?
- Did the internship programme benefit the correct target groups? Are participants reached as intended?
- Does the internship programme provide value for money?
- Did the internship programme contribute to the intended outcomes? Is it likely that the outcomes will be achieved? (To establish the extent to which the internship programme contributes to the intended outcomes.)
- What is the impact of the internship programme? (To assess the impact of the internship programme and to measure changes in outcomes.)
- How have beneficiaries' lives changed as a result of the internship programme? (To assess if the internship programme yielded good/expected results.)
- What are the lessons learnt?
- What are the operational constraints and how can they be addressed to improve the implementation?

Principal audience

Senior management of the Department – to get feedback from the evaluation results, for example whether the internship programme is working and how it can be strengthened.

High level methodology

Mixed method will be used consisting of literature review, review of the theory of change and interviews with internal and external stakeholders. Quantitative method will be applied as well.

Change management strategy

DSAC plans to review the implementation method of the internship programme based on the evaluation results.

Resource implications

Branch managers should allocate budget for evaluation and research projects. However, the Research and Policy Unit may co-fund branches. Impact evaluations may be costly, and it is important for branch managers to allocate budget for that. No impact evaluation studies are planned for the periods stated in this DERP.

Timing and duration

The duration of the evaluation will be 11 months. It will start in May 2025 and should be completed by March 2026.

7.2 Evaluation 2: Implementation evaluation of the Outdoor Gyms

Submitted for DERP

Implementing branch: Recreation Development and Sport Promotion

Background to the evaluation

DSAC has a strategic objective of creating an enabling environment for communities. In pursuit of this mandate, the department build customized outdoor community gyms with equipment, and kiddies play area. The project has a potential to significantly improve lives of the people of South Africa in urban developed areas, semi-urban developing areas as well as in rural areas. It aims to bridge the gap between poor communities and rich communities in terms of access to gym facilities. By its nature and design of outdoor, type of a gymnasium is that it encourages a full time 24 hours access. Outdoor Gyms combines adult gym facility with the kiddies play area, that encourages another angle of cohesion between old and young people/children, it also allows mothers to participate in physical activities while the children's area keeps children busy and safely occupied.

Importance of the evaluation

It is important to evaluate the Outdoor gyms to assess how the project has been implemented and provide feedback to the project managers.

Purpose of the evaluation

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency and impact of the outdoor gyms project.

Type of evaluation

Implementation and design evaluation.

Key questions to be addressed

- Is the outdoor gym project implemented as planned (according to the intended objectives)?
- Did the project benefit the correct target groups? Are participants reached as intended?
- Do beneficiaries benefit from the project?
- Does the Outdoor Gyms provide value for money?
- Did the project contribute to the intended outcomes? Is it likely that the outcomes will be achieved?

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- How have beneficiaries' lives changed as a result of the Outdoor Gyms? (To assess if the Outdoor Gyms yielded good/expected results.)
- What are the lessons learnt?
- What are the operational constraints and how can they be addressed to improve the implementation?

Principal audience

Senior management of the Department – to get feedback from the evaluation results, for example whether the project is working and how to strengthen the performance thereof.

High-level methodology

Mixed method will be used consisting of literature review and interviews with internal and external stakeholders. Quantitative method will be applied as well.

Change management strategy

DSAC plans to review the Outdoor Gyms project based on the evaluation results.

Resource implications

Branch managers should allocate budget for evaluation and research projects. However, the Research and Policy Unit may co-fund branches.

Timing and duration

The duration of the evaluation will be nine months. It will start in May 2025 and should be completed by March 2026.

7.3 Evaluation 3: Evaluation of the MIG Sport Infrastructure

Submitted for DERP

Implementing branch: Recreation Development and Sport Promotion

Background to the evaluation

DSAC as the custodian of Sport infrastructure was allocated R300 million from the Municipal Infrastructure Grant for sport infrastructure. Municipalities are then expected to submit business cases and allocated funds to build facilities annually to reduce sports infrastructure backlogs in poor communities. DSAC is therefore tasked with the responsibility of supporting municipalities in managing and implementation of Sports infrastructure.

The objectives of the MIG are as follows:

- To fully subsidise the capital costs of providing the basic infrastructure needs of poor households, through the provision of appropriate bulk, connector and internal infrastructure in key services;
- Distribute funding for municipal infrastructure in an equitable, transparent and efficient manner, which supports a co-ordinated approach to local development and maximises developmental outcomes;

- Provide a mechanism for the co-ordinated pursuit of national policy priorities with regard to basic municipal infrastructure programmes, while avoiding the duplication and inefficiency associated with sectorally fragmented grants

Importance of the evaluation

It is important to evaluate the MIG Sports Infrastructure project to assess how it has been implemented and provide feedback to the managers. It is further important to evaluate this project and assess its alignment with government priorities.

Purpose of the evaluation

The purpose of the evaluating the MIG Sport Infrastructure project is to assess the relevance, effectiveness, efficiency and impact of the project.

Type of evaluation

Implementation evaluation

Key questions to be addressed

- Is the programme being implemented as planned? To what extent has the MIG Sport Infrastructure Project being implemented as intended?
- Is the project reaching participants as intended?
- How satisfied are programme recipients?
- Do recipients benefit from the programme?
- Did the programme contribute to the intended outcomes? Is it likely that the outcomes will be achieved?
- Did the Project yield the expected results.)
- What are the lessons learnt?
- What are the operational constraints and how can they be addressed to improve the implementation?

Principal audience

Senior management of the Department – to get feedback from the evaluation results, for example whether the programme is working and how to strengthen the performance thereof.

High-level methodology

Mixed method will be used consisting of literature review, review of the theory of change and interviews with internal and external stakeholders. Quantitative method will be applied as well.

Change management strategy

DSAC plans to review/strengthen this programme based on the evaluation results.

Resource implications

Branch managers must allocate budget for evaluation and research projects. However, the Research and Policy Unit may co-fund branches.

Timing and duration

The duration of the evaluation will be 11 months. It will start in April 2025 and should be completed by March 2026.

7.4 Evaluation 4: Evaluation of the Oral History Programme

Submitted for DERP

Implementing branch: Heritage Promotion and Preservation

Background to the evaluation

The Oral History Programme started in 2001 under the then Department of Arts, Culture, Science and Technology. It fills the gaps that exist in the archival records, corrects any distortions and collects histories of indigenous people and the previously marginalised communities. The Programme includes the collection of histories, cultural matters, oral history training and the hosting of annual conferences.

Importance of the evaluation

The evaluation will provide feedback to managers on the way forward in terms of the implementation of the Programme. It is important to evaluate the Programme because it is of strategic importance and aligned with the departmental priorities as reflected in the strategic plan. In addition, the Programme is linked to the government priority of “Education, skills and health” in the sense that the learners from provinces are educated on how to use oral history as a way to preserve and promote heritage. The learners acquire skills in heritage-related matters. These skills will contribute to health, for example learners who acquired heritage-related skills will know how to preserve food and use natural medicines.

The Programme is also linked to the government priority of “Social cohesion and safe communities”. It accommodates learners irrespective of gender, race, disability and/or social standing. The Programme provides purpose, stability, respect and skills to participants and it promotes peace in the country.

Furthermore, the Programme is linked to the government priority of “Education, skills and health” in the sense that retrieval and dissemination of oral history and oral tradition are vital to fill the gaps in the education system. It is important to integrate this knowledge not only into the formal curricula, but also into indigenous education.

Purpose of the evaluation

The purpose of the evaluation is to assess the relevance, effectiveness, efficiency and the impact of the Programme.

Type of evaluation

Implementation evaluation with the combination of design evaluation will be conducted.

Key questions to be addressed

- Is the programme being implemented as planned? To what extent has the Oral History Programme being implemented as intended?
- Is the project reaching participants as intended?

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- How satisfied are programme recipients?
- Do recipients benefit from the programme?
- Did the programme contribute to the intended outcomes in the short, medium and long term?
- Did the programme contribute to the intended outcomes? Is it likely that the outcomes will be achieved?
- How have beneficiaries' lives changed as a result of the programme? (To assess if the Programme yielded good/expected results.)
- What are the lessons learnt?
- What are the operational constraints and how can they be addressed to improve the implementation?

Principal audience

Senior management of the Department – to get feedback from the evaluation results, for example whether the programme is working and how to strengthen the performance thereof.

High-level methodology

Mixed method will be used consisting of literature review, review of the theory of change and interviews with internal and external stakeholders. Quantitative method will be applied as well.

Change management strategy

DSAC plans to review this programme based on the evaluation results.

Resource implications

Branch managers must allocate budget for evaluation and research projects. However, the Research and Policy Unit may co-fund branches. Impact evaluation may be costly and it is important for branch managers to allocate budget for that. No impact evaluation studies are planned for the periods stated in this DERP.

Currently, the Research and Policy Unit does not have sufficient human resources. This forces the Director to perform operational functions.

Timing and duration

The duration of the evaluation will be 11 months. It will start in April 2026 and should be completed by March 2027.

7.5 Evaluation 5: Evaluation of the conditional grant for libraries

Submitted for DERP

Implementing branch: Heritage Promotion and Preservation

Background to the evaluation

The conditional grant is used to fund libraries, for example by building libraries and purchasing library material in all formats, including material for the blind and print-handicapped/visually impaired readers and bridging the digital divide. The provinces in consultation with municipalities identify the need and the location of library buildings. The trend has been to place newly built or modular libraries near schools. Those libraries purchase materials that support teaching, learning and literacy development.

Funding has been made available since 2007 to transform the urban and rural community library infrastructure, facilities and services at provincial level. To date, 247 new libraries have been built and 718 existing facilities have been upgraded. However, there is still a need to provide more services to close the gaps and address the inequalities of the past.

Libraries promote literacy and support lifelong learning, create a culture of reading and improve the quality of education. The provincial community libraries are used as spaces for skills development and many offer development in areas such as basic computer training and knitting.

Provinces are building different types (modular or brick and mortar) and sizes of libraries. The minimum cost of a modular library ranges from R1,5 to R4,5 million, influenced by utilities such as furniture, kitchenette and sewage. For brick and mortar, the sizes differ from small (400 m² at R10–R15 million), medium (800 m² at R15–R25 million), large (1 200 m² at R25–R35 million) and mega (1 200 m², some are double-storey costing around R35 million). Estimated prices differ from province to province and are influenced by market-related escalations.

Libraries provide easy access to facilities for people with physical disabilities through ramps at the entrance to the library, demarcated parking spaces and special toilet facilities.

Purpose of the evaluation

The purpose of the evaluation is to assess the implementation as well as the impact of the conditional grant for libraries and to provide feedback to the managers on the way forward.

Type of evaluation

Implementation and impact evaluation will be conducted.

Key questions to be addressed

- Are the libraries built and used as planned?
- Are the libraries used by the communities as intended? Are the libraries serving the needs of the communities as intended?
- How satisfied are the communities using libraries built through the conditional grant?
- Do recipients benefit from the libraries?
- Are the libraries contributing to the intended outcomes in the short, medium and long term?

- Are the libraries contributing to the intended outcomes? Is it likely that the outcomes will be achieved?
- How have beneficiaries' lives changed as a result of the libraries?
- What are the lessons learnt?
- What are the operational constraints and how can they be addressed to improve the implementation/usage of the libraries?

Principal audience

Senior management of the Department – to get feedback from the evaluation results, for example whether the libraries are working and how to strengthen their performance.

High-level methodology

Mixed method will be used consisting of literature review, review of the theory of change and interviews with internal and external stakeholders. Quantitative as well as qualitative methods will be applied as well.

Change management strategy

DSAC may review the conditional grant based on the evaluation results.

Resource implications

Branch managers should allocate budget for evaluation and research projects developed because of the conditional grant. However, the Research and Evaluation Unit may co-fund branches. Impact evaluation may be costly, and it is important for branch managers to allocate budget for that. No impact evaluation studies are planned for the periods stated in this DERP.

Timing and duration

The duration of the study will be 12 months. It will start in June 2026 and should be completed by June 2027.

7.6 List of identified research topics

7.6.1 *The top 10 towns and cities in each province that have Dutch and British colonial origins – the impact of Dutch and British colonial statues and the impact of name changes*

Introduction

South Africa still has old statues that were erected during the apartheid era. These old statues are still there even post-apartheid. Furthermore, there are towns and cities that have colonial origins. These statues, towns and cities serve as a memory of the apartheid system. Are people still benefiting from these old statues and names that resulted from apartheid?

There are towns and cities in South Africa that are named after people in Europe or of European origin. This is a product of apartheid. These are the colonial and apartheid statues, memorials and monuments. Some of the statues were removed; however, they attracted tourists to go and see them.

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The name changes should relate to the regional cultural nation building parks for tourism purposes. For example, what is the impact of the Mandela statue at the Union Buildings? Does it contribute to economic development? For example, do people take pictures there and sell them? An audit report was done regarding this research topic.

The objectives of the study

- To measure or assess the impact of name changes. (What the public says. Is there resistance to change?)
- To assess the impact the various community structures had on the communities in which they have been built.
- To reveal whether or not to build new statues or to transform/maintain the existing statues.
- To assess those statues that were erected post-apartheid. (Do people relate to these statues? What is the impact of museums being built?)
- To assess the impact of South African history.
- To investigate if it is necessary to educate people about the rationale behind changing names.
- To make people aware of the importance of statues.
- To investigate the impact of name changes on citizens.
- To investigate the lessons learnt.

7.6.2 Do South African men value women and girls?

Introduction

It is common cause that GBV statistics are exorbitant in South Africa – to the extent that South Africa is sometimes referred to as the “rape capital of the world”. It is also a known fact that women and girls are disproportionately affected by GBV. Furthermore, it is common knowledge that men are usually the perpetrators of GBV. GBV, inter alia, impedes development. The drivers of GBV are well documented and GBV has also been costed through international and local studies. What, however, has not been investigated is how much South African men value women and girls, if at all.

Efforts and initiatives implemented to curb GBV included a Presidential GBV Summit in 2018 which yielded the National Strategic Plan 2030. Despite all these efforts and programmes put in place by both government and NGOs, GBV continues unabated. Other areas have not been fully explored in curbing or preventing GBV, such as gender inequality and the backlash against gender inequality. Therefore, it is needed to continue research and to employ other strategies to eradicate the GBV cancer in South Africa that has terribly ravaged the country.

The objectives of the research study

- To determine the extent to which South African men value women and girls.
- To contribute to the prevention of GBV and curbing the scourge of GBV.
- To address persistent issues of gender inequality.
- To promote shared gender roles and responsibilities.
- To instil positive values.

- To restore the family.
- To enhance social cohesion and nation building.

7.6.3 The role of heritage in economic development

Introduction

This topic provides the opportunity to explore in greater detail the significant role heritage plays in economic development. It allows the opportunity to unpack what heritage is all about and to provide ways in which heritage contributes to economic development. The exploration of what the heritage sector entails leads to a deeper understanding of what resources are required for its sustainability and growth. For example, the training of personnel in scarce skills such as marine archaeology and conservation.

Furthermore, the topic seeks to highlight the impact of heritage on economic development. The assessment of impact will focus on various areas; for example, the number of people employed by the heritage sector, the number of people visiting heritage institutions and what the benefits to society are.

This study will seek to achieve the following:

- to assist heritage practitioners, government and the private sector to understand the economic value of South Africa's heritage;
- to demonstrate that the promotion and preservation of heritage can sustain South Africa's tourism sector;
- to provide a platform for the development of appropriate strategies for the protection, preservation and promotion of heritage, knowing its economic value;
- to see the heritage sector contributing to resolving the social ills facing the country, like unemployment;
- to enhance South Africa's potential to become the top tourist destination in the world.

7.6.4 The role of digital technologies in the preservation and promotion of indigenous knowledge

Introduction

South Africa through DSAC should preserve and promote indigenous knowledge so that it will be known to the generation to come. The preservation and promotion of indigenous knowledge can also contribute to tourism and economic growth of the country.

It is important to get the records, i.e. death registers, of South African people who were not buried in South Africa and digitise them so that it becomes easy to repatriate their remains. DSAC's implementing agent is the South African Heritage Resources Agency (SAHRA). DSAC gave SAHRA money to conduct a mapping and services exercise for the human remains and heritage objects in other countries. SAHRA has a team to digitise the information about the graves and get the records from those countries, for example, get the death registers, and then digitise and align the information with the graves that are in those countries for repatriation purposes. This exercise helps DSAC to trace and know where the remaining bodies of South Africans are, which will also help DSAC to do a memorial that will show where the bodies of these South Africans are.

The objectives of the study

- To digitise the graves of people who were buried outside of South Africa.
- To repatriate the remains of people who were not buried in South Africa and bring them home to South Africa.

7.6.5 *Costing of social cohesion*

Introduction

There are a few definitions provided for social cohesion. Some of these definitions are contained in government documents such as the Social Cohesion Strategy of 2012 (as revised in 2021) together with the National Development Plan (NDP 2030). However, there is no single formal definition of social cohesion. There are also different interpretations of social cohesion. This study, therefore, seeks to clarify and concretise the definition and to provide a better understanding of the concept of social cohesion. Furthermore, to provide an understanding of how much it costs South Africa financially and otherwise if the country remains divided, violent and unequal.

DSAC is responsible for coordinating and reporting on Priority 6: Social cohesion and safer communities. This is done through different forums and programmes. The main forum is the delivery forum made up of various government departments and some entities.

Various programmes to promote social cohesion and nation building have been implemented by government and other civil society organisations. DSAC has specific programmes to enhance social cohesion and nation building. Despite these numerous programmes, South Africa remains the country with the highest levels of inequality in the world. Globally, it is also one of the most violent countries.

The idea, therefore, is to assess and cost social cohesion so that there is an understanding of how much it costs the country financially and otherwise if it remains divided, violent and unequal.

This study seeks to achieve the following:

- to create awareness of social cohesion,
- to cost social cohesion,
- to promote unity in our diversity,
- to enhance social cohesion and nation building.

7.6.6 *Impact of legacy projects*

Introduction

There are national legacy projects that were constructed before and post 1994. What are their impacts? For example, what is the impact of the Mandela statue? It attracted many people to go view it and people visited the Union Buildings because of the statue. What is the impact of the Samora Machel statue? What is the impact of memorials or statues of South Africans erected outside South Africa, e.g. the Matola Museum in Mozambique?

The objectives of the study

- To assess if the post 1994 national legacy projects, e.g. the Mandela statue, are contributing to the economic growth of South Africa.
- To assess the impact of museums or statues of South Africans erected outside South Africa, e.g. the Matola Museum in Mozambique. (Does that bring a bond or good relationship or people-to-people relationship between South Africa and Mozambique? Does that contribute to economic growth?)
- To assess whether we should transform the existing ones and imbed in them the narrative of South African history in terms of the liberation heritage or build new museums.

7.6.7 *Identification and protection of sacred sites and objects*

Introduction

South Africa has sacred sites and objects that should also be managed and protected. This can only be done if one knows where they are located.

This study seeks to achieve the following:

- to identify sacred sites and objects,
- to protect the identified sacred sites and objects,
- to manage the sacred sites and objects.

7.6.8 *Development of an accreditation system for museums*

Introduction

DSAC has developed/created and continue to develop museums to protect, promote and preserve arts and culture. However, these museums do not have accreditation systems.

This study seeks to achieve the following:

- to come up with accreditation systems for museums,
- to ensure that the accreditation system is used properly.

7.6.9 *Design creative services (given contribution to GDP)*

Introduction

There are design creative services that contribute to the GDP of the country.

The objective of the study

To investigate how design creative services contribute to the GDP.

7.6.10 Public opinion on race relations

Introduction

South Africa has various racial groups.

The objective of the study

To investigate how these various racial groups relate to each other.

7.6.11 Major sport assessments/project and events assessment

Introduction

There are various major sports in South Africa to enable sport programmes and activities to take place.

The objectives of the study

- To assess the impact of major sports in South Africa.
- To investigate the lessons that can be learnt.

7.6.12 Investment in sport development initiatives/programmes

Introduction

Sport is a tool that unites nations. Therefore, it is important to develop programmes/initiatives to invest in sport.

The objective of the study

To investigate how we invest in sport development.

7.6.13 Pride in being South African/percentage of citizens who show strong devotion to their country

Introduction

South Africa has various racial groups and is one of the largest developing countries.

The objective of the study

To investigate if South Africans are proud of being South African.

7.6.14 Facility audit/infrastructural assessment (including sport, arts and culture)

Introduction

There are many sports facilities being built and maintained so that sport programmes and activities can take place.

The objective of the study

To conduct sport audit.

7.6.15 Skills, resources and infrastructure development

Introduction

There should be resources used to develop infrastructure in South Africa.

The objective of the study

To investigate which resources are available for infrastructure development.

7.6.16 Environmental and broader sustainability imperatives

Introduction

South African environment should be sustained.

The objective of the study

To investigate how the environment is sustained.

7.6.17 Games (indigenous and new)

Introduction

South Africa has various indigenous games which can be used to promote indigenous knowledge.

The objective of the study

To investigate what type of knowledge is being recognised.

8. KEY IMPLICATION ISSUES

8.1 Capacity to undertake evaluations and research

The Research and Policy Unit will undertake both research and evaluation studies. Since the said Unit is very small and has insufficient human resources, it should be assisted by an appointed service provider who should be well conversant in the areas of research and evaluation. Terms of reference will be developed for the appointment of a service provider.

8.2 Institutional arrangements

It will be a good idea for DSAC to put in place an evaluation and research system, which is key to the successful implementation of the DERP. This includes establishing a DERWG to oversee the evaluation and research system and supporting it across the Department so that it is seen as a department-wide initiative and not just the responsibility of the Research and Policy Unit. The role of the DERWG will be to support the departmental evaluation and research system, monitor how it is working, select evaluations and research for the plan and recommend them to management and provide feedback to management on any changes needed. Furthermore, it will seek to make the link to planning, hence the importance of having a key manager from the Planning/Policy Unit leading this working group. The DERWG should include relevant officials from policy, planning and M&E, and the CFO and programme managers.

There should be steering committees for each evaluation and research project. These can be existing committees and, if so, they can supervise the evaluation and research. The steering committees should be chaired by the programme managers, as the key owners of evaluations and research, with the Research and Policy Unit providing secretariat support, e.g. preparing for meetings and taking of minutes. An evaluation and research panel will be used to select external service providers to undertake evaluations and research. This is a group of organisations (universities, research institutions, consultants, etc.) selected through a tender process as having evaluation and research expertise. There could be an agreement between the departmental Head of Department and the DG of DPME to use the DPME panel or a provincial panel.

In cases where there is no evaluation and research system, the Research and Policy Unit should make presentations to the EMT to secure senior management support and to discuss the significance of the evaluation and research system and the expectations in terms of the Management Performance Assessment Tool (MPAT) evaluation standard 1.3.2 (integration of evaluation and strategic management). The input of the Broad Management Team will be sought on research and evaluation results before engaging the EMT.

The DERWG should meet and develop the call for evaluations and research for the DERP for a three-year period. The call should be considered at an EMT meeting which formally calls for proposals for potential evaluations and research topics from branches. The Research and Policy Unit should organise consultative workshops with branches to engage on the potential areas for evaluation and research and assist them to develop concept notes and research proposals.

The concept notes/evaluation and research proposals are presented to the DERWG for technical inputs, refinement and initial selection. The motivations for potential evaluations and research topics are discussed and agreed at EMT level.

In the absence of a DERWG, the EMT should meet and develop the call for evaluations and research for a three-year period, informed by MPAT standard 1.3.2. The call should be considered at an EMT meeting which formally calls for proposals for potential evaluations and research topics from branches. The Research and Policy Unit should engage DSAC branches on the potential areas for evaluation and research and assist them to develop concept notes and research proposals. The template to develop concept notes and research proposal guidelines should be used.

The Research and Policy Unit is responsible for organising workshops with branches to assist them to develop concept notes for the proposed interventions and research topics that are planned according to the DERP.

The concept notes (evaluation proposals) and the research proposals should be presented to the DERWG for technical inputs, refinement and initial selection. The motivations for potential evaluations and research topics are then discussed and agreed at EMT level. Then the DERP is drafted, incorporating information from the concept notes and research proposals. The Research and Policy Unit in consultation with the DERWG or branch managers will be responsible for the development of the DERP. The draft DERP is presented to EMT for endorsement and signed off by the Accounting Officer.

Terms of reference for the approved evaluations and research topics are developed and steering committees for the evaluations and research are established. Training will be provided to key programme staff that will be involved in the evaluations and research.

It is the responsibility of the Research and Policy Unit to develop an improvement plan from the recommendations of both evaluation and research reports. The improvement plan must be incorporated in the programme's operational plan and must be incorporated in the performance agreement of the programme manager concerned. The aim of this is to enforce implementation of the improvement plan. The Research and Policy Unit should start to monitor the implementation of the improvement plan six months after the approval thereof.

The evaluation and research results should inform planning and budgeting. It is important to present the DERP during the strategic planning session/workshop to show the linkages between the Strategic Plan, budget and the DERP. Furthermore, the DERP must be presented at the strategic planning session so that it can be budgeted for as part of the Strategic Plan.

8.3 Funding of evaluations and research

The DMPE/Office of the Premier has an average of R750 000 to support evaluations in national/provincial evaluation plans. Otherwise, funding comes from the Department or donors. The proposed funding is shown in the table below (and the departmental allocations have been submitted in the MTEF process).

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Table 9: Summary of budget spent in 2024/25, and budget needed for evaluations and research for 2025/26 to 2027/28

Name of evaluation/ Research	Title of evaluation/ research	Approx. budget (R)	Source of funds		
			Dept (R)	DPME/ Province	Other (specify)
2024/25					
Evaluation: Community conversations and dialogue	Implementation coupled with impact evaluation	538 775 Used	538 775 Used	n/a	n/a
Evaluation: Conditional grant –MPP	Implementation coupled with impact evaluation	485 300 Used	485 300 Used	n/a	n/a
Evaluation: Language Bursary Project	Implementation and design evaluation	100 000 Not used	100 000 Not used	n/a	n/a
Research:	Barriers to transforming inclusive participation of women in sport in decision-making: A case study in selected sporting codes	431 884 Used	431 884 Used	n/a	n/a
2025/26					
Evaluation:	Evaluation of the internship program	100 000	100 000	n/a	n/a
Evaluation:	Evaluation of the outdoor gyms	550 000	550 000	n/a	n/a
Evaluation:	Evaluation of the MIG sport infrastructure	650 000	650 000	n/a	n/a
Research:	The role of digital technologies in the preservation and promotion of indigenous knowledge	550 000	550 000	n/a	n/a
2026/27					
Evaluation:	Evaluation of the conditional grant for libraries	850 000	850 000	n/a	n/a
Research:	The top 10 towns and cities in each province that have Dutch and British colonial origins. These can be places named after places and people in Europe	500 000	500 000	n/a	n/a
Research:	Do South African men value women and girls?	550 000	550 000	n/a	n/a
Research:	The role of heritage in economic development	650 000	650 000	n/a	n/a
Research:	The role of digital technologies in the preservation and promotion of indigenous knowledge	550 000	550 000	n/a	n/a
Research:	Costing of social cohesion	650 000	650 000	n/a	n/a
Research:	Impact of legacy projects	550 000	550 000	n/a	n/a

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Name of evaluation/ Research	Title of evaluation/ research	Approx. budget (R)	Source of funds		
			Dept (R)	DPME/ Province	Other (specify)
Research:	Identification and protection of sacred sites and objects	500 000	500 000	n/a	n/a
Research:	Development of an accreditation system for museums	650 000	650 000	n/a	n/a
Research:	Design creative services (given contribution to GDP)	600 000	600 000	n/a	n/a
Research:	Public opinion on race relations	650 000	650 000	n/a	n/a
2027/28					
Evaluation: Oral History Programme	Implementation and design	400 000	400 000	n/a	n/a
Research:	Major sport assessments/ project and events assessment	800 000	800 000	n/a	n/a
Research:	Investment in sport development initiatives/ programmes	550 000	550 000	n/a	n/a
Research:	Pride in being South African/ percentage of citizens who show strong devotion to their country	650 000	650 000	n/a	n/a
Research:	Facility audit/infrastructural assessment (including sport, arts and culture)	750 000	750 000	n/a	n/a
Research:	Skills, resources and infrastructure development (capacity and capability training and development)	600 000	600 000	n/a	n/a
Research:	Environmental and broader sustainability imperatives	700 000	700 000	n/a	n/a
Research:	Games (indigenous and new)	550 000	550 000	n/a	n/a

8.4 Follow-up to evaluations and research

The aim of the NES is to ensure that evaluations and research are used to improve performance and assist decision-makers to make informed decisions. All evaluation and research reports must have improvement plans that are sent to senior management.

The implementation of key evaluation and research recommendations must be incorporated into the APP. The relevant branch/programme manager will be expected to send a progress report to the Research and Policy Unit every six months. The progress report on the implementation of the improvement plan should be included in DSAC's annual report. This will enable the implementation of recommendations to be monitored through the Government-wide Monitoring and Evaluation System.

8.5 Communicating evaluation and research results

- Evaluation and research reports must be published on the DSAC website.
- Findings should be shared with key stakeholders and copies of the reports sent to them.
- A copy of the evaluation and/or research report must be submitted to the DPME for posting on DPME's website.

Annex 1:

Terms of reference for a departmental evaluation and research working group/steering committee

1. Background

DERWG/steering committee is envisaged so that the system is owned by the Department as a whole and draws on the range of expertise available across the Department. This is important to ensure that the evaluation and research system is seen as strategic, owned by management, of high quality and likely to lead to use.

2. Objective

To support the establishment, operation and effectiveness of a departmental evaluation and research system.

3. Specific tasks

- 3.1 Develop/review plans for roll out of the evaluation and research system.
- 3.2 Develop/review specific methodological inputs for the evaluation and research system, e.g. call for a DERP (competencies, standards and guidelines).
- 3.3 Select evaluations and research for the annual and three-year evaluation and research plans based on inputs from branches.
- 3.4 Review the technical quality of evaluations and research conducted under the DERP, ensuring that the overall system is working well.
- 3.5 Enhance the process of identifying evaluation and research topics/exercises that should be conducted or commissioned and to coordinate their implementation.
- 3.6 The structure will be responsible for coordination and implementation of the evaluation, research and policy agenda of DSAC that is submitted to EMT for accountability purposes.
- 3.7 Oversee and monitor the implementation of DSAC evaluation improvement plans.
- 3.8 Members act as the evaluation and research champions within their respective branches and are likely to be involved in the steering committees of individual evaluations and research relevant to their branches.
- 3.9 In time, task teams may emerge for specific issues, e.g. impact evaluations, and these may involve other people.

4. Members

Regular members are needed – not delegates. These members should be made up as follows:

- Research and Policy Unit – key staff involved with evaluation and research.
- Strategic branches – Planning/Finance.
- Programme managers – these members may be changed on a two-yearly basis to

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ensure that there is broad involvement across the Department. Ideally, involve those programme managers who have been involved in an evaluation and research and therefore understand and are likely to be champions for the system.

- External evaluation and research experts/partners, e.g. universities and other. The Department may want to involve external experts.

5. Roles

- Chairperson: Planning/Policy, etc.
- Secretariat: Research and Policy Unit

6. Meetings

The DERWG/steering committee will meet quarterly, based on the key milestones in the system, and they may also meet as and when needed.

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