

2023/24



Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

Inspiring a Nation of Winners

GENERAL DEPARTMENTAL INFORMATION

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IN MEMORY OF DR SAKIWO TYISO

In respectful memory of Dr Sakiwo Tyiso who, with the utmost integrity, inspired us to learn more, do more and become more {1970 – 2023}.

*The 2023/24 Annual Performance Plan was the last one prepared whilst Dr Tyiso was our
Chief Director: Strategic Management & Planning*



EXECUTIVE AUTHORITY'S STATEMENT

THE MINISTER OF SPORT, ARTS AND CULTURE

Mr N.G. Kodwa (MP)



Sport is a significant part of any nation's culture, health, education, economy and social upliftment, and South Africa is no exception. It appeals to people from all walks of life – from the most remote village where people gather around an open field to watch a local soccer game, to mega international events hosted in our world class sport stadia. We are thus excited that in 2023, our country will host the 16th Netball World Cup, where the best in the world will congregate in Cape Town and not only pit their strengths and prowess against each other in competitive spirit to test each other's endurance and determination, but also to celebrate the oneness of humanity.

Just like the FIFA World Cup™ that we ably hosted in 2010, the 2023 Netball World Cup will also mark the first time the tournament will be held in Africa. This means that if we were to fail, it would not just be one country's failure, but the failure of a continent. Our success on the other hand, will open opportunities for other African countries to host similar major/mega events in the future. Our only option, therefore, is to work together as a continent, and make ours, a successful tournament.

“ The Presidential Employment Stimulus Package allocation of R462m for the 2023/24 financial year should enable employment creation initiatives for artists, creatives, cultural and heritage practitioners as covered in the CCI cultural domains that make up the industry ”

Our country is faced with various challenges – be it economic, social, or otherwise, where our people are starting to doubt if there is any hope in the future. The continuing floods in some areas, electricity loadshedding, high unemployment and the general poor state of the economy, gender-based violence, and similar ills, can demotivate even the most confident among us. But we all know that as a country, it is in the face of adversity, that we put our efforts together and triumph. It is during these times, that the task of athletes and creative workers is much greater than ever before. This sector can uplift the mood of the people and give them hope for the future during these challenging times. It also remains our task to remake out of our fractured past, a more socially and economically inclusive society that is proud of all its cultural expressions; and a people that act together to enable the birth of a new culture and create new forms of engagement towards greater unity.

In response to the gender-based violence and femicide (GBVF) scourge, the Department has considered various initiatives that may assist in the fight being waged against this scourge. Apart from the annual advocacy platforms that we implement on social cohesion, through the Social Cohesion Advocates, we also create platforms for community conversations and dialogues, with specific focus on issues of national



importance, including GBVF. GBVF programmes in sport are driven through and in partnership with various stakeholders (including prominent sport persons who are used as advocates for anti GBVF messaging) and the use of departmental events such as the National School Sport Championships; Indigenous Games Festival; the National Youth Camp and the Big Walk, as platforms to raise awareness on GBVF and related social ills. Working with our stakeholders, we are on course to finalise a policy on Safeguarding in Sport to ensure the safe participation of learners in particularly school sport activities.

Our anti-GBVF initiatives such as Silapha Wellness, Golekane and Baqhawafazi, show our dedication to provide psychosocial support for athletes and creatives; offer a platform for men to be part of the solution; and raise awareness against gender-based violence, and femicide in South Africa. Through our newly completed legacy projects, we will develop content and programmes that advocate against GBVF, while also using our exhibitions at the Sarah Baartman Centre of Remembrance to include messaging that helps promote the protection of the vulnerable and advocate against GBVF.

In addition to the important social and cultural values that cultural and creative activities contribute to the identity and wellbeing of South Africans, the contribution of the Cultural and Creative Industries (CCIs) to economic growth, employment, and international trade, has also been increasingly acknowledged. In South Africa, this occurs through the "Mzansi's Golden Economy" initiative. Prioritisation of the CCI sector as one of the seven focus areas in the country's revised industrial policy is intended to address the challenges and constraints that need to be overcome to allow the sector to reach its full potential.

The Presidential Employment Stimulus Package allocation of R462m for the 2023/24 financial year should enable employment creation initiatives for artists, creatives, cultural and heritage practitioners as covered in the CCI cultural domains that make up the industry. The output will focus on the number of opportunities for jobs created in the cultural and creative industries through a targeted call. This will be a continuation of the work that was done by the National Arts Council, National Film and Video Foundation, and other entities. The Cultural and Creative Industry (CCI) will also create more downstream jobs, apart from the targeted jobs, using the employment multiplier model. Productions that will be created for online streaming will also create continuous revenue for the creators of the work in line with CCI Master Plan. The support will also upscale the new normal of the online streaming of Cultural and Creative Industry projects.

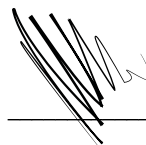
The Department continues to build monuments, memorials, and museums to preserve legacies and pay homage to people, events, episodes, phenomena, and epochs that shaped the South African society over the centuries. The Legacy Programme, encompassing the Resistance and Liberation Route Project, is one of those programmes that has a profound transformation agenda to restore the dignity and pride of our forebears.

This programme has as one of its centrepieces, the establishment of the Resistance and Liberation Movement Museum, which could see the construction of a new museum or rededication of the existing museum to narrate an honest and graphic South African story not only about the dehumanisation of indigenous populations but also their resistance and fortitude. The story should be able to speak to the conscience of all South Africans and thus influence them not to repeat the gross human rights violations and atrocities of the colonial and apartheid eras. One of the positive externalities of this project and other infrastructure projects is that they will create short, medium, and long-term employment opportunities.

DSAC will construct the following statues in 2023/24: Archie Gumede statue; O.R Tambo statue; Adelaide Tambo bust; Winnie Madikizela Mandela statue and the Charlotte Maxeke statue. In addition, a feasibility study will be undertaken for the development of an Interpretive Centre at the Isandlwana Heritage Site.

In terms of improving access to information, DSAC supports multi-year human language technology projects and the translation and / or editing of documents. These projects seek to advance the equitable treatment of the official languages of South Africa as stipulated and envisaged in the Constitution and the Use of the Official Languages Act. It does so by providing financial support towards the development of language technologies that assist citizens to access government services, knowledge, and information in all official languages of South Africa, irrespective of literacy level or disability.

As we implement the 2023/24 financial year plans as reflected in this APP, I would like to send my sincere gratitude to my predecessor, Minister Nathi Mthethwa and Deputy Minister Nocawe Mafu, for their political leadership of the Department and the sector broadly; our previous Directors-General, Mr Vusumuzi Mkhize and Mr Vusithemba Ndima (who acted after Mr Mkhize's departure), for leading the Department throughout the financial year. I look forward to working with Acting Director-General, Dr Stella Khumalo in actioning the programmes planned for 2023/24, until a permanent Director-General has been appointed. My appreciation also goes to the Deputy Directors-General, without whose support and leadership, the Department would be poorer and less effective. I also wish to thank our staff for their dedication and will to provide quality and timely services to our people. We are on the right track – and with the support and the oversight provided by the Risk and Audit Committees, as well as the Portfolio and Select Committees responsible for the area of sport, arts, and culture, we have no doubt that we will make a valuable contribution towards reaching our set outcomes.



Mr N.G. KODWA, MP

Minister of Sport, Arts and Culture

DEPUTY MINISTER'S STATEMENT

THE DEPUTY MINISTER OF SPORT, ARTS AND CULTURE

Ms N.N. Mafu (MP)



The Department is entrusted with the responsibility to lead the nation building and social cohesion initiatives across the breadth and length of our country. The sport, arts and culture sector have in the past three years encountered the negative effects of the COVID-19 pandemic, which made us not to reach our beneficiaries at an optimal level. Working together with sectorial partners and relevant stakeholders nationally and internationally, we have since defeated the pandemic. Accordingly, the Department is now back on its' operational footing to unite the nation through sport, arts, culture, and related heritage initiatives.

To effectively discharge the responsibility of transforming society and uniting South Africa, particularly by means of promoting social cohesion, developing an active citizenry and leadership, and fostering a social compact, the Department intends to focus its energy and resources towards finalizing the review of the organizational structure in the 2023/24 financial year. This should help ensure that the right officials with the right talent are placed, recruited, and appointed to respond effectively to the mandate of the Department. The Department will among others, continue to review existing human capital policies to ensure that identified gaps are addressed but also more importantly, that the policies are in line with current best practices and systems, which can better serve both the Department and its officials. When our internal processes and policies create a conducive work environment, it enables our staff to better support the service delivery Units to deliver quality and timeous service to our people.

We remain conscious of our role as one of the key players in expanding the national sport transformation agenda in the country. In this respect through our Winning Nation sub-programme, the Department will continue to support high-performance athletes to achieve success in international sport. In essence, we will lead the development of talented athletes by providing them with opportunities to excel at the national school sport championships and by supporting athletes through the sports academies.

“ The promotion of South Africa’s national sport and recreation plan remains uppermost in our minds, and we continue to monitor and coordinate the implementation of the community and school sport in various provinces ”



The year 2023/24 will be a remarkable one for the sport fraternity. The fourth quarter of 2022/23 has already seen the hosting of the ICC Under 19 T20, held in Potchefstroom, (North West) and Benoni (Gauteng), and the ICC Women's T20 World Cup held in Gqeberha (Eastern Cape) and Cape Town and Paarl (Western Cape). The support provided to this event by various races and genders of our country, gives hope that there is a bright future in our sport. For the development of sport to grow in leaps and bounds, we must work together as the people of South Africa – whether we are hosting major/mega sport events or simply encouraging and supporting participation in one sport code or the other.

The first quarter of the 2023/24 financial year, will see another African first, since 1939, in the hosting of the Table Tennis World Championship in Durban, KwaZulu-Natal. In the second quarter, the world will descend onto our shores to witness the Netball World Cup 2023 that will be hosted in Cape Town (Western Cape). All these events augur well for the growth of sport in our country because they are set to leave a legacy, where our youth will find it fashionable to play these sport codes that they see performed at a higher level. To enable the aforesaid growth, we must provide support to the athletes from home, clubs, community at large, government, and the business sector.

Excelling athletes have opportunities to earn an income and make a living out of sport. This contributes to changes in individual socio-economic status and invariably the economy of the country. The realisation of this is even more relevant now, in the face of the challenging economic status of the country, characterized by high unemployment and other socio-economic challenges.

The promotion of South Africa's national sport and recreation plan remains uppermost in our minds, and we continue to monitor and coordinate the implementation of the community and school sport in various provinces. Provision of attire to schools, hubs and clubs remains a sustained agenda to enable increased participation in sport. Initiatives such as the Big Walk, National Recreation Day, Move for Health, and Indigenous Games, will be accelerated to ensure that our citizens remain active and healthy. On the international front, in our capacity as a member state of AUSC Region 5, we continue to participate in the Region's Programme of Action. We will invest resources in strengthening the initiatives such as the Podium Performance Programme, Region 5 Youth Games, Regional Marathon, Women Leadership Programme and Confederation Assistance Programme, among others. This participation, in our view, will be useful in informing planning and enhancing programme development throughout the country on sports-related strategic interventions.

The creation of a socially cohesive, inclusive, winning, and active society can only be realised through the efforts of all South Africans. Therefore, this requires coordinated and collaborative efforts to root out the Gender-Based Violence and Femicide (GBVF), which is deeply entrenched in our communities. To this end, DSAC together with other role players will contribute to the National Strategic Plan of government, which was adopted as a comprehensive and effective response to GBVF. DSAC will implement several initiatives in various provinces in addressing the scourge of GBVF, which is the antithesis of socio-economic development. The aforesaid initiatives include social advocacy platforms, which have a work stream dedicated to "Women Empowerment and Gender Equality" wherein matters of GBVF are prioritised and deliberated upon. Programmes in sport collaborating with loveLife and the Sport for Social Change Network will be rolled out in communities as an added bite against GBVF. Baqhawafazi, Golekane, Silapha and the Unite campaign are other instrumental programmes to be rolled out in communities, to help this fight. The strategic thrust of these programmes is at promoting behavioural change and popularising awareness on matters related to GBVF for women, girls, the boy child, athletes, and artists.

The research report titled an "Examination of the level of accessibility of funds to women and the impact of funds allocation to women in selected sporting codes" revealed that there is poor investment in professional women's sport. While people have been watching women's sport for many decades, investments and media coverage supporting its growth, still measurably lags that given to men's sport, despite women's teams far outclassing male teams in some sport codes. Recommendations emanating from this research report must be considered by the sector and inform future planning to change the status quo.

Despite the challenges we are facing as a country, I look forward to work tirelessly with the Minister, DSAC officials and our partner delivery agents, government departments, civil society, communities, and other stakeholders, to turn South Africa into a society that looks after its own, especially the most vulnerable - women, children, and people with disabilities.



Ms N.N. MAFU, MP

Deputy Minister of Sport, Arts and Culture



ACCOUNTING OFFICER'S STATEMENT

DR STELLA KHUMALO



In line with the constitutional imperatives on the democratic values of human dignity, equality and freedom, the Department has been assigned the powers and functions to develop and implement national policies and programmes regarding sport, arts, and culture in the country. It is our duty to provide leadership to the sport, arts, culture, and heritage sector to accelerate its transformation and in so doing to provide an enabling policy, legislative and institutional framework to the sector.

During 2023/24 we will focus on tabling three bills, namely: the National Sport and Recreation Amendment Bill, 2021; the South African Geographical Names Council Amendment Bill, 2021 and the Heraldry Bill, 2023. The Department has investigated the feasibility of amalgamating the public entities to improve corporate governance and operational efficiency, enhance the development reach and the impact on the arts, culture, and heritage sector and to ensure that the funding available is optimally allocated. The feasibility study recommended a consolidation of public entities in line with their service delivery themes which will lead to a reduction in the number of public entities reporting to the Department. The three-to-five-year process, continuing in 2023/24, will ultimately include legislation change and review since some of the entities will have their founding legislations combined to allow for the establishment of a single entity.

The 2023/24 financial year will see the Department reviewing the National Sport and Recreation Plan that was approved by Cabinet in 2012. Since its approval it has been used to guide project implementation in sport and recreation, but with the merger of DAC and SRSA the plan needs to be appraised and updated in accordance with changes in the sector.

In addition to the important social and cultural values that cultural and creative activities contribute to the identity and wellbeing of South Africans, the contribution of the Cultural and Creative Industries (CCI) to economic growth, employment, and international trade has also been increasingly acknowledged.

“We will continue in 2023/24 to fast-track interventions that foster an enabling environment towards economic recovery. Market access programmes will be resourced to enable access to local and international markets and touring ventures.”



It is pleasing to see the prioritisation of the CCI sector as one of the seven focus areas in the country's revised industrial policy. This will certainly assist in addressing the challenges and constraints that need to be overcome to allow the sector to reach its full potential. On the 17th of August 2022 the Department presented the CCI Masterplan to Cabinet for approval and implementation. The CCI is one of the richest resources of South Africa and has the capacity to generate significant economic and social benefits for the nation.

The Department is mandated to harness arts, culture and heritage as creative practices which have the social and economic capacities for transforming South Africa into an inclusive society. Hence, the Department will be implementing programmes stemming from the Masterplan for the development and sustainability of the arts, culture, and heritage across all Provinces as part of the economic recovery plan it embarked on, after Covid-19.

We will continue in 2023/24 to fast-track interventions that foster an enabling environment towards economic recovery. Market access programmes will be resourced to enable access to local and international markets and touring ventures. These programmes are designed to provide support to practitioners in various cultural and creative sectors to gain access to both local and international markets to increase revenue for themselves and their enterprises. This is informed by the need to improve the production and dissemination of local content as it is our cultural capital which helps to define our identity and our vantage point in the world, thus also contributing to social cohesion and nation-building. As the economy recovers, the Department will place greater emphasis on new areas of growth such as film and animation, and books and publishing hubs, where the creation of local content can be boosted.

For South Africa to be able to compete in a global creative economy, content creation and ownership become important. The reconfiguration of the Community Arts Centres as sites to produce local content, and not only for training programmes, becomes important. Training must be linked to artistic production. In the forthcoming period, public art will continue to change the face of our country through beautifying public spaces, and the role of youth in this programme will be intensified. Access will be further expanded by bolstering international engagements and cultural diplomacy, guided by the International Relations Strategy for Sport, Arts and Culture which will be developed in 2023/24. The Department will continue to focus on supporting the monetisation of the cultural; creative and sport industries as these are core in the creation of job opportunities.

The 2023/24 financial year will see various products of arts, culture, heritage and sport tourism. Following Cabinet's approval, South Africa has already hosted the ICC Under 19 T20 and the ICC Women's T20 World Cup in the 4th quarter of 2022/23 and will be hosting the following global sporting events later in 2023: Table Tennis World Championship; World Masters Rowing Regatta; the 1st Down Syndrome World

Gymnastics Championships and the Netball World Cup 2023. Significant spinoffs in the tourism sector are expected from these. Furthermore, the Department is committed to promoting and marketing South Africa's World Heritage Sites such as the Makhonjwa Mountains, Ukhahlamba and Robben Island Museum in partnership with the Department of Tourism, BrandSA and DIRCO.

Revival of the economy will further be promoted through infrastructure development in the sector where sports, heritage and library infrastructure projects are supported, both from a financial as well as a project management view. These are key contributors to job creation whilst also alleviating poverty and supporting skills development towards more sustainable employment.

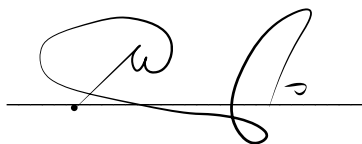
In addition, the Department supports the mass public employment programme, through the Presidential Employment Stimulus Programme. Infrastructure development is critical to attaining South Africa's long-term economic and social goals. In the context of a developing country seeking significant structural change, the public sector must lead this effort. The Department continues to build monuments, memorials, and museums to preserve legacies. The Legacy Programme, encompassing the Resistance and Liberation Route Project, is one of those programmes that has a profound transformation agenda to restore the dignity and pride of our forebears.

There is a need to drive the promotion of greater social cohesion by addressing the challenge of a divided society. A recommitment to mutual interest and a social contract is essential to achieving the goals of the National Development Plan (NDP). There must be a sense of ownership and responsibility across sections of society. Experience shows that when dialogue spaces are inter-connected and coordinated, they are much more effective in contributing to equitable and sustainable development. Social dialogue provides a method for promoting social justice and a means to achieve social and economic progress. Social dialogue is crucial to ensuring that the groups involved take ownership of the issue and that the decision-making process is transparent. This is the only way to build the social consensus required for the implementation of social cohesion and nation building policies and measures. Social integration must focus on increasing the cultural, political, and socioeconomic coherence of the South African society.

“Revival of the economy will further be promoted through infrastructure development in the sector where sports, heritage and library infrastructure projects are supported, both from a financial as well as a project management view.”

The Department together with its various partners and stakeholders are reviewing the Social Cohesion Strategy as a way of refocusing efforts and improving the response to what the NDP calls for. In making social cohesion a societal undertaking, it is important that there is 'One Message, Many Voices,' and multiple platforms. In that regard, the Department will continue giving support, whether technical or financial, to advocacy platforms for social cohesion as created by Social Cohesion Advocates. Social Cohesion Advocates are an independent brigade appointed by the Minister to foster cohesion at the basic level of the community. These are volunteers who utilize their passion, experience, and expertise to "evangelise" about social cohesion on behalf of government. Sport has long been considered a valuable tool for fostering communication and building bridges between communities and generations. Through sport, various social groups can play a more central role towards social transformation and development, particularly in divided societies. Within this context, sport is used as a tool for creating learning opportunities and accessing often marginal or at-risk populations.

The 2023-2024 Annual Performance Plan (APP) covers areas central to our mandate and reflects clear alignment to the government priorities as encapsulated in, among others, the NDP, and the Medium-Term Strategic Framework. It also shows alignment to the Department's Strategic Plan and the sectoral policies, such as the White Paper on Sport and Recreation, and the Revised White Paper on Arts and Culture. The APP further details the programmes and projects that we commit to undertake towards fulfilling our mandate. It clearly shows the outcomes that each output indicator under each programme contributes to. Our commitment to the crosscutting priorities in terms of the support and empowerment of women, youth, and people with disabilities, reflects our resolve to mainstream and institutionalise these focus areas so that initiatives relating to them are adequately resourced, implemented, and reported on.



Dr STELLA KHUMALO

Acting Accounting Officer of Sport, Arts And Culture



OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the Department of Sport, Arts and Culture under the guidance of Minister N.G. Kodwa.
- Takes into account all the relevant policies, legislation, and other mandates for which the Department of Sport, Arts and Culture is responsible.
- Accurately reflects the impact, outcomes, and outputs, which the Department of Sport, Arts and Culture will endeavour to achieve over the period 2023/24.



Ms Mandisa Tshikwatamba

Deputy Director-General

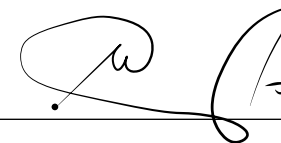
Programme One: Administration



Ms Sumayya Khan

Deputy Director-General

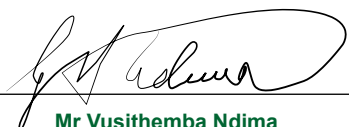
Programme Two: Recreation Development
and Sport Promotion



Dr Stella Khumalo

Deputy Director-General

Programme Three: Arts and Culture Promotion
and Development



Mr Vusithemba Ndim

Deputy Director-General

Programme Four: Heritage Promotion
and Preservation



Mr Israel Mokgwam

Chief Financial Officer



Mr Manase Makwela

Acting Chief Director

Strategic Management and Planning



Dr Stella Khumalo

Acting Accounting Officer



Ms N.N. Mafu (MP)

Deputy Minister



Approved by:

Mr N.G. Kodwa (MP)

Executive Authority



THE CONSTITUTION, NATIONAL SYMBOLS AND ORDERS

Our Constitution is a body of fundamental principles or established precedents according to which South Africa is governed and includes in its founding provisions South Africa's national symbols. A country's symbols – flag, anthem, coat of arms and natural symbols – tell its story and play a crucial role in building pride and a sense of belonging. South Africa's national symbols are rich in heritage and tell the stories of the country's abundant natural and cultural diversity. The Department of Sport, Arts and Culture is the custodian of all national symbols and is tasked with educating all South Africans about their meaning and history, especially during the annual National Heritage Month, held during September. National orders are the highest awards that the country, through its President, can bestow on its citizens or eminent foreigners. They are usually presented on Freedom Day, 27 April.

Preamble of our Constitution

We, the people of South Africa,
Recognise the injustices of our past.
Honour those who suffered for justice and freedom in our land.
Respect those who have worked to build and develop our country; and
Believe that South Africa belongs to all who live in it, united in our diversity.

We, therefore, through our freely elected representatives, adopt this Constitution as the supreme law of the Republic to–

- Heal the divisions of the past and establish a society based on democratic values, social justice, and fundamental human rights.
- Lay the foundations for a democratic and open society in which government is based on the will of the people and every citizen is equally protected by law.
- Improve the quality of life of all citizens and free the potential of each person; and
- Build a united and democratic South Africa able to take its rightful place as a sovereign state in the family of nations.

May God protect our people.

Nkosi Sikelel' iAfrika.

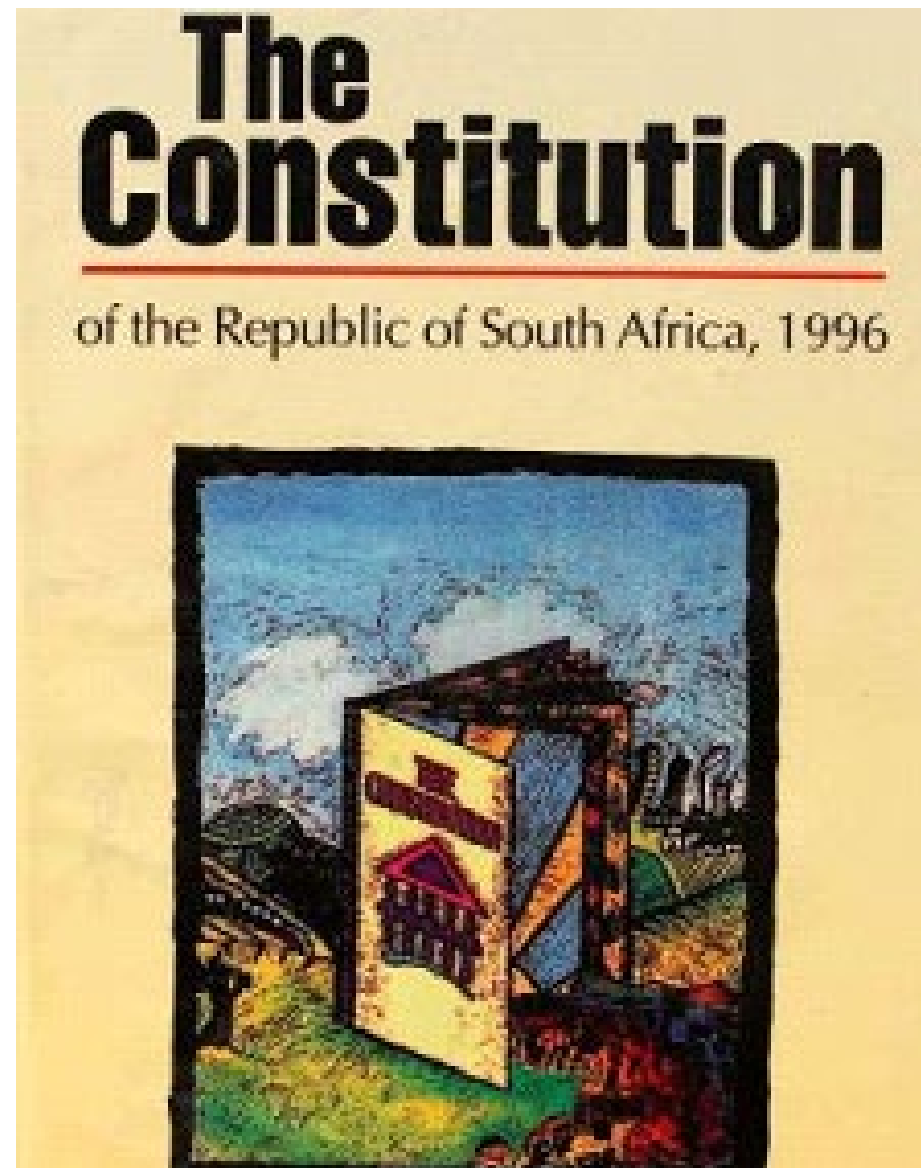
Morena boloka setjhaba sa heso.

God seën Suid-Afrika.

God bless South Africa.

Mudzimu fhatutshedza Afurika.

Hosi katekisa Afrika.



NATIONAL COAT OF ARMS



The National Coat of Arms is the highest symbol of the State. The Coat of Arms was launched on Freedom Day, 27 April 2000. A central image of the Coat of Arms is the well-known secretary bird with its uplifted wings.

Above the bird is the rising sun, a force that gives life while representing the flight of darkness and the triumph of discovery, knowledge and understanding of things that have been hidden, and illuminating the new life that is coming into being.

Below the bird is the protea, an indigenous flower of South Africa, which represents beauty, the aesthetic harmony of all its cultures, and South Africa flowering as a nation.

The ears of wheat are emblems of the fertility of the land. The elephant tusks symbolise wisdom, steadfastness, and strength.

At the centre stands a shield, which signifies the protection of South Africans from one generation to the next. Above it is a spear and a knobkierie. Together, they assert the defence of peace rather than a posture of war. This shield of peace, which also recalls an African drum, conveys the message of a people imbued with a love of culture. Contained within the shield are some of the earliest representations of humanity in the world. Those depicted were the very first inhabitants of the land, namely the Khoisan people. These figures are derived from images on the Linton Stone, a world-famous example of South African rock art.

The motto -!KE E: /XARRA //KE, written in the Khoisan language of the /Xam people, means 'diverse people unite'.

SOUTH AFRICAN NATIONAL ANTHEM



Nkosi sikelel' iAfrika
(God Bless Africa)

Maluphakanyisw' uphondo lwayo,
(Raise high her glory)

Yizwa imithandazo yethu,
(Hear our Prayers)

Nkosi sikelela, thina lusapho lwayo.
(God bless us, we her children)

Morena boloka setjhaba sa heso,
(God protect our nation)

O fedise dintwa le matshwenyeho,
(End all wars and tribulations)

O se boloke, O se boloke setjhaba sa heso,
(Protect us, protect our nation)

Setjhaba sa South Afrika - South Afrika
(Our nation South Africa - South Africa)

Uit die blou van onse hemel,
(Ringing out from our blue heavens)

Uit die diepte van ons see,
(From the depth of our seas)

Oor ons ewige gebergtes,
(Over our everlasting mountains)

Waar die kranse antwoord gee,
(Where the echoing crags resound)

Sounds the call to come together,
And united we shall stand,

Let us live and strive for freedom,
In South Africa our Land



AFRICAN UNION ANTHEM



Let us all unite and celebrate together
The victories won for our liberation
Let us dedicate ourselves to rise together
To defend our liberty and unity

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life

Let us all unite and sing together
To uphold the bonds that frame our destiny
Let us dedicate ourselves to fight together
For lasting peace and justice on earth

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life

Let us all unite and toil together
To give the best we have to Africa
The cradle of mankind and fount of culture
Our pride and hope at break of dawn.

O Sons and Daughters of Africa
Flesh of the Sun and Flesh of the Sky
Let us make Africa the Tree of Life.

NATIONAL ORDERS



The **Order of Mapungubwe** is awarded to South African citizens for achievements that have impacted internationally and served the interests of the Republic of South Africa. The first and highest category of this Order is awarded in Platinum. Other categories are Gold, Silver, and Bronze.



The **Order of the Baobab** is awarded to South African citizens for distinguished service. It is an award for contributions in the following areas:

- Business and the economy
- Science, medicine, and technological innovation
- Community service.



The **Order of the Companions of OR Tambo** is awarded to foreign nationals (Heads of State and Government) and other foreign dignitaries. It is awarded for friendship shown to South Africa. It is therefore an order of peace, cooperation and active expression of solidarity and support



NATIONAL ORDERS



The **Order of Luthuli** is awarded to South Africans who have made a meaningful contribution to the struggle for democracy, human rights, nation building, justice, peace, and conflict resolution. It symbolises the vision of the late Chief Albert Luthuli – the legendary liberation struggle leader and first African recipient of the Nobel Peace Prize in 1961.



The **Order of Mendi for Bravery** is awarded to South African citizens who have performed an extraordinary act of bravery that placed their lives in great danger, or who lost their own lives saving or trying to save the life of another person, or by saving property.



The **Order of Ikhamanga** is awarded to South African citizens who have excelled in the fields of arts, culture, literature, music, journalism, and sport.



sport, arts & culture

Department
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

NATIONAL SYMBOLS



The **National Flag** of the Republic of South Africa was taken into use on 27 April 1994. The unique central design of the flag, which begins as a “V” at the flag-post and comes together in the centre of the flag, extending further as a single horizontal band to the outer edge of the flag, can be seen as representing the convergence of diverse elements in South African society, which then take the road ahead in unison. This idea also links up with the motto of the new National Coat of Arms, namely: *!ke e: /xarra //ke*, in the language of the /Xam San people, which literally means “diverse people unite”.



The **National Animal** is the SPRINGBOK (*Antidorcas marsupialis*). This species has adapted to the dry, barren areas and open grass plains and is thus found especially in the Free State and North West Province, and in the Karoo up to the West Coast. They move in small herds during winter, but often crowd together in bigger herds in summer. They breed throughout the year and lambs are born after a six-month gestation period.



The **National Flower** is the GIANT or KING PROTEA (*Protea cynaroides*), found in the south-western and southern areas of the Western Cape, from the Cedarberg to just east of Makhandia. The artichoke-like appearance of the flower heads of the king protea leads to the specific name ‘cynaroides’, which means ‘like cynara’ (the artichoke). Several varieties in colour and leaf shapes are found, but the most beautiful is the pink flower.

Inspiring a Nation of Winners





The **National Tree** is the REAL YELLOWWOOD (*Podocarpus latifolius*), found from Table Mountain, along the southern and eastern Cape coast, in the ravines of the Drakensberg up to the Blouberg and the Soutpansberg in Limpopo. The Yellowwood family is primeval and has been present in this part of Africa for more than 100 million years. The crown is relatively small in relation to its height and is often covered with grey lichen.



The **National Bird** is the BLUE CRANE (*Anthropoides paradisea*). It is quite common in the Karoo but is also seen in the grasslands of KwaZulu-Natal and the Highveld, usually in pairs or small family parties. This elegant bird is light blue grey in colour, with a long neck supporting a big head, long legs and elegant wing plumes that sweep to the ground. It eats seeds, insects, and reptiles.



The **National Fish** is the GALJOEN (*Coracinus capensis*), which is found only along the South African coast. It keeps to mostly shallow water, is often found in rough surf and sometimes right next to the shore. The Galjoen is a familiar sight for anglers. Its diet consists mainly of red bait (ascidians), small mussels and barnacles. It is also known in KwaZulu-Natal as the blackfish or black bream.



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LIST OF ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution	DIRCO	Department of International Relations and Cooperation
ACH	Arts, Culture and Heritage	DORA	Division of Revenue Act
ACPD	Arts and Culture Promotion and Development	DPME	Department of Planning, Monitoring and Evaluation
AENE	Adjusted Estimates of National Expenditure	DPSA	Department of Public Service and Administration
AGSA	Auditor-General of South Africa	DPWI	Department of Public Works and Infrastructure
APP	Annual Performance Plan	DSAC	Department of Sport, Arts and Culture
AToM	Access to Memory	DTIC	Department of Trade, Industry and Competition
AU	African Union	EMT	Executive Management Team
AUSC	African Union Sports Council	ENE	Estimates of National Expenditure
BASA	Business and Arts South Africa	EPG	Eminent Persons Group (on Transformation)
BCM	Business Continuity Management	ERRP	Economic Recovery and Reconstruction Plan
BPF	Budget Prioritisation Framework	GBV	Gender-Based Violence
BRICS	Brazil, Russia, India, China, and South Africa	GBVF	Gender-Based Violence and Femicide
BSA	Boxing South Africa	HEADCOM	Heads of Departments Committee
CAC	Community Arts Centre	HIV & AIDS	Human Immuno deficiency Virus & Acquired Immune Deficiency Syndrome
CATHSSETA	Culture, Arts, Tourism, Hospitality, Sport Sector, Education and Training Authority	HLT	Human Language Technologies
CCIs	Cultural and Creative Industries	HR	Human Resources
CEO	Chief Executive Officer	ICT	Information and Communication Technology
CFO	Chief Financial Officer	IMC	Inter-Ministerial Committee
CoE	Compensation of Employees	IoDSA	Institute of Directors South Africa
CoGTA	Department of Cooperative Governance and Traditional Affairs	IR	International Relations
DBE	Department of Basic Education	IT	Information Technology
DDG	Deputy Director-General	IYM	In-Year Monitoring
DG	Director-General	M&E	Monitoring and Evaluation



LIST OF ACRONYMS AND ABBREVIATIONS

MGE	Mzansi Golden Economy	SA	South Africa/South African
MIG	Municipal Infrastructure Grant	SAC	Sport, Arts and Culture
MinMEC	Ministers and Members of the Executive Council	SACO	South African Cultural Observatory
MoA	Memorandum of Agreement	SAHRA	South African Heritage Resources Agency
MoU	Memorandum of Understanding	SAIDS	South African Institute for Drug-Free Sport
MRM	Moral Regeneration Movement	SAPS	South African Police Service
MTEF	Medium-Term Expenditure Framework	SARS	South African Revenue Service
MTSF	Medium-Term Strategic Framework	SASCOC	South African Sports Confederation and Olympic Committee
NARSSA	National Archives and Records Service of South Africa	SASSA	South African Social Security Agency
NDP	National Development Plan	SCM	Supply Chain Management
NEP	National Evaluation Policy	SDGs	Sustainable Development Goals
NF	National Federation	SDIP	Service Delivery Improvement Plan
NGO	Non-Governmental Organisation	SEDA	Small Enterprise Development Agency
NHC	National Heritage Council	SEIAS	Socio-Economic Impact Assessment System
NPC	National Planning Commission	SONA	State of the Nation Address
NPO	Non-Profit Organisation	SPCHD	Social Protection, Community and Human Development
NRD	National Recreation Day	SRSA	Sport and Recreation South Africa
NSRP	National Sport and Recreation Plan	SSCN	Sport for Social Change Network
NT	National Treasury	TAFISA	The Association for International Sport for All
NTPF	National Technical Planning Forum	TRC	Truth and Reconciliation Commission
NYC	National Youth Camp	UN	United Nations
PanSALB	Pan South African Language Board	UOLA	Use of Official Languages Act, 2012
PESP	Presidential Employment Stimulus Programme	USSA	University Sport South Africa
PMU	Project Management Unit	WADA	World Anti-Doping Agency
PPEM	People-To-People Exchange Mechanism	WHO	World Health Organisation
RLHR	Resistance and Liberation Heritage Route		



PART A: OUR MANDATE



1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The mandate of the National Department responsible for Sport, Arts and Culture (DSAC) is derived from the Constitution of the Republic of South Africa, 1996, hereafter referred to as the Constitution, including the Preamble and Founding Provisions, and in particular sections:

'16 Freedom of expression – (1) Everyone has the right to freedom of expression, which includes–

- (a) freedom of the press and other media.
- (b) freedom to receive or impart information or ideas.
- (c) freedom of artistic creativity; and
- (d) academic freedom and freedom of scientific research.

'30. Language and culture – Everyone has the right to use the language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights,' and

'32. Access to information – (1) Everyone has the right of access to–

- (a) any information held by the state; and
- (b) any information that is held by another person and that is required for the exercise or protection of any rights.'

The functionality of the Department is also premised on the constitutional right to social security in section 27. In line with the constitutional imperatives on the democratic values of human dignity, equality and freedom, the Department has also been assigned the powers and functions to develop and implement national policies and programmes regarding sport and recreation in the country.

The Department is mandated amongst others to:

- (a) Provide leadership to the sport, arts, culture, and heritage sector to accelerate its transformation.
- (b) Provide an enabling policy, legislative and institutional framework to the SACH sector.
- (c) Promote participation in sport and recreation, arts and culture, and heritage.
- (d) Lead nation-building and social cohesion through social transformation.
- (e) Preserve, develop, protect, and promote the cultural, heritage, linguistic diversity, and legacy of South Africa.
- (f) Oversee the development and management of sport, arts, culture & heritage in South Africa in consultation with provinces.
- (g) Support the development of talented athletes and creatives by providing them with opportunities to excel.
- (h) Support high performance athletes and creatives to achieve success at an international level.
- (i) Promote access to information through enhancement of key structures and systems.

DSAC is bound by all legislation passed in South Africa; however, the following Acts, Bills and Regulations constitute the most frequent dimensions of the legal framework within which DSAC functions.

1.1 ACTS

The Acts below are as captured in the 2020-2025 Strategic Plan of the Department. The legislation that is up for amendment is still undergoing the amendment process.

- (a) Cultural Institutions Act, 1998 (Act No. 119 of 1998)
- (b) Culture Promotion Act, 1983 (Act No. 35 of 1983)
- (c) Heraldry Act (Act No. 18 of 1962)¹

- (d) Legal Deposit Act, 1997 (Act No. 54 of 1997)²
- (e) National Archives and Record Service of South Africa Act, 1996 (Act No. 43 of 1996)²
- (f) National Arts Council Act, 1997 (Act No. 56 of 1997)
- (g) National Council for Library and Information Services Act, 2001 (Act No. 6 of 2001)²
- (h) National Film and Video Foundation Act, 1997 (Act No. 73 of 1997)
- (i) National Heritage Council Act, 1999 (Act No. 11 of 1999)
- (j) National Heritage Resources Act, 1999 (Act No. 25 of 1999)
- (k) National Library of South Africa Act, 1998 (Act No. 92 of 1998)
- (l) National Sport and Recreation Act, 1998 (Act No. 110 of 1998)³
- (m) Pan South African Language Board Act, 1995 (Act No. 59 of 1995)
- (n) Safety at Sports and Recreational Events Act, 2010 (Act No. 2 of 2010)
- (o) South African Boxing Act, 2001 (Act No. 11 of 2001)
- (p) South African Geographical Names Council Act, 1998 (Act No. 118 of 1998)⁴
- (q) South African Institute for Drug-free Sport Act, 1997 (Act No. 14 of 1997)
- (r) South African Language Practitioners' Council Act, 2014 (Act No. 8 of 2014)
- (s) South African Library for the Blind Act, 1998 (Act No. 91 of 1998)
- (t) Use of Official Languages Act, 2012 (Act No.12 of 2012)

1.2 BILLS

- (a) National Sport and Recreation Amendment Bill, 2021 – approved by Cabinet for submission to Parliament.
- (b) South African Geographical Names Council Amendment Bill, 2021 – to be submitted to the South African Geographical Names Council for consideration.
- (c) Heraldry Bill, 2023 – to be submitted to the Office of the Chief State Law Advisor.

1.3 REGULATIONS

These regulations will be reviewed after the National Sport and Recreation Act, 1998, has been amended–

- (a) Bidding and Hosting of International Sport and Recreational Events Regulations, 2010

¹Requires a review to comply with the new constitutional framework (2024/25)

²This legislation is outdated due to the new technological and digital developments in the archives, library, and information sectors. A review is required. (2025/26)

³Under amendment.

- (b) Recognition of Sport and Recreation Bodies Regulations, 2011
- (c) Funding of Sport and Recreation Bodies Regulations, 2015
- (d) Safety at Sport and Recreational Events Regulations, 2017.

1.4 OTHER PRESCRIPTS GOVERNING THE DEPARTMENT

1.4.1 Sector specific

- (a) Revised White Paper on Arts, Culture and Heritage (2017, endorsed in 2020)
- (b) White Paper on Sport and Recreation for the Republic of South Africa (2011).

1.4.2 Generic

- (a) Copyright Act, 1978 (Act No. 98 of 1978)
- (b) Cybercrimes Act, 2020 (Act No. 19 of 2020)
- (c) Electronic Communications and Transactions Act, 2000 (Act No. 25 of 2002)
- (d) Framework for Infrastructure Delivery and Procurement Management (2019) (FIDPM)
- (e) Framework for Managing Programme Performance (2007)
- (f) Framework Document on South Africa's National Interest and its Advancement in a Global Environment
- (g) Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007)
- (h) Government-Wide Monitoring and Evaluation System (2007) (GWM&E)
- (i) Legislation pertaining to provincial library services (including previous provincial ordinances) and related legislation.
- (j) Local Government: Municipal Structures Act, 1998 (Act No. 117 of 1998)
- (k) Minimum Information Security Standards (1998) (MISS)
- (l) Municipal Systems Act, 2002 (Act No. 32 of 2002)
- (m) National Development Plan - Vision 2030 (2012)
- (n) National Environmental Management Act, 1998 (Act No. 107 of 1998) (NEMA)
- (o) National Evaluation Policy (2012)
- (p) National Youth Development Agency Act, 2008 (Act No. 54 of 2008)
- (q) National Youth Policy (2020-2030)



- (r) Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) (PAIA)
- (s) Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) (PAJA)
- (t) Protection of Personal Information Act, 2013 (Act No. 4 of 2013) (POPIA)
- (u) Public Audit Act, 2004 (Act No. 25 of 2004)
- (v) Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA)
- (w) Revised Framework for Strategic Plans and Annual Performance Plans (2019)
- (x) South African Schools Act, 1996 (Act No. 84 of 1996).

1.5 INTERNATIONAL TREATIES

By virtue of being a State Party to international sport, arts, culture, and heritage treaties (conventions and covenants), South Africa is bound by the legal obligations enshrined in those treaties. These include implementation, domestication, reporting and other legally binding obligations (Cf. Constitution, Chapter 14, sections 231-233), as listed below:

- (a) 1966 International Covenant on Economic, Social and Cultural Rights
- (b) 1954 Convention on the Protection of Cultural Property in the Event of Armed Conflict
- (c) 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property
- (d) 1972 Convention concerning the Protection of the World Cultural and Natural Heritage
- (e) 2001 Convention for the Protection of the Underwater Cultural Heritage
- (f) 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions
- (g) 1995 UNIDROIT Convention on Stolen or Illegally Exported Cultural Objects
- (h) UNESCO Convention on anti-doping in sport
- (i) Charter for African Cultural Renaissance
- (j) African Charter on Human and People's Rights
- (k) African Union Sports Council Region 5 Cooperative Governance Charter
- (l) African Youth Charter (as ratified in 2009).

The 2003 Convention on Intangible Cultural Heritage, as well as the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired, or Otherwise Print Disabled, once ratified will also have binding obligations.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES GOVERNING THE FIVE-YEAR PLANNING PERIOD

The Portfolio Committee on Sport, Arts and Culture endorsed the Department's 2017 **Revised White Paper on Arts, Culture and Heritage** on 19 February 2020. Subsequently the Department completed a feasibility study on the amalgamation of its various entities to identify options to strengthen service delivery capacity and to ensure efficiency, effective and prudent utilisation of financial resources. The feasibility study was commissioned with the aim to investigate the potential for the **amalgamation of public entities** to improve corporate governance and operational efficiency, enhance the development reach and the impact on the arts, culture, and heritage sector and to ensure that the funding available is optimally allocated. The feasibility study recommended a consolidation of public entities in line with their service delivery themes. The consolidation will lead to a reduction in the number of public entities reporting to the Department. The Department adopted and endorsed the recommendations of the feasibility study and is currently engaged in a project to implement the recommendations.

The process will include legislation change and review since some of the entities will have their founding legislations combined to allow for the establishment of a single entity, e.g., the National Arts Council and the National Film and Video Foundation. The Department is in a process to appoint a project management company to assist to fully implement the project. The amalgamation project's time frame is estimated to be between 3 and 5 years. This amalgamation of entities supports the instruction President Ramaphosa issued during the State of the Nation Address on 9 February 2023: "I have instructed the Presidency and National Treasury to work together to rationalise government Departments, entities, and programmes over the next three years. National Treasury estimates that we could achieve a potential saving of R27 billion in the medium term if we deal with overlapping mandates, close ineffective programmes and consolidate entities where appropriate".

The Department will continue to identify and prioritise legislation to be repealed, amended, or drafted anew. This will be in line with the approved legislative programme to be submitted each calendar year to the Leader of Government Business in the Presidency. In addition to other administrative measures meant to augment the Department's service delivery initiatives, we will continue to monitor areas in the sector that require new policy interventions either through research and development or through policy formulation. The following policies and framework documents are in the process of being reviewed and/or developed.



National Sport and Recreation Plan: Government's first National Sport and Recreation Plan (NSRP) was officially adopted at a National Sport and Recreation Indaba that took place in November 2011. The NSRP is a long-term, sustainable implementation plan for the sport and recreation policy framework, as captured in the White Paper for Sport and Recreation. The Plan was officially approved by Cabinet in May 2012, and it has been used since then to guide project implementation in sport and recreation. A review of the plan was planned for 2020, however with the merger of DAC and SRSA together with COVID restrictions this did not take place. It is envisaged that the review will now take place during 2023/24.

Athlete Support Policy: the formulation of the Athletes Support Policy was informed by Strategic Objective 5 of the NSRP which is "To improve the performance of athletes and coaches by providing them with access to a comprehensive range of support programmes". Sport development and excellence in high-performance sport requires an evidence-based, holistic, and coordinated sports science and medical support system. The services to be rendered as part of the Athlete Support programme include sports science, sports medicine, sports psychology, nutrition, sports technology, and related services such as game analysis. The policy also seeks to provide direction on the provision of structured scientific support services to meet the needs of athletes and federations, as well as to outline policy guidelines for all role players participating in the athlete support programme coordinated by the Department. The policy that was developed in 2016 and updated in 2022/23 will be implemented in 2023/24 to assist, through direct funding, those emerging athletes who can compete for senior provincial and national sports teams.

South African Sport Academies Strategic Framework and Policy Guideline: the formulation of the South African Sports Academies Strategic Framework and Policy Guideline was informed by Strategic Objective 15 of the NSRP which is "To support the development of South African sport through a coordinated academy system". In terms of the NSRP, SASCOC is charged with the responsibility of developing norms, standards and protocols that will provide guidance for the academies at different levels in the country (including private academies). The Department and provincial Departments are charged with the responsibility of providing support and an enabling environment for the development and implementation of the Academies System. A review of the South African Sports Academies Strategic Framework and Policy Guidelines will take these factors into consideration to ensure alignment with the Sport Development Continuum. The South African Sports Academies Strategic Framework and Policy Guidelines has been implemented since 2013 and numerous lessons have been learned to facilitate the review process. Consultation processes with the relevant stakeholders are already in progress and will continue until it's completion in March 2024.

Safeguarding in Sport Policy: This policy is intended to ensure the safe participation of learners in school sport activities, and it will be completed in 2023/24.

The Prioritisation of Sport and Recreation Bodies Policy: the purpose of this policy is to enable the country to focus its efforts and resources on identifying sport codes which are a priority for South Africa. The prioritisation of Sport and Recreation Bodies is guided by the National Sport and Recreation Act, 1998. Section 4 of the Act gives the Minister of Sport, Arts and Culture powers and the responsibility of determining sport and recreation policy. Section 4(3) further affirms that the policy as determined by the Minister binds all sport and recreation bodies. Further, the White Paper on Sport and Recreation (2011) sets out the policy directives in terms of the prioritisation of codes and emphasises the two broad focus areas, i.e. (1) prioritisation in terms of participation opportunities; and (2) prioritisation in terms of international success. The NSRP further assigns responsibility to (1) lead the process of refining the criteria for prioritisation; (2) define the categories of support; (3) develop a tool to assess identified criteria; (4) verify information provided by federations; and to (5) classify federations and concomitant support. The Policy was drafted and circulated to National Federations for comment and inputs and will be completed by March 2024.

Recognition of Excellence Policy: The policy seeks to define and guide categories, processes, procedures, and incentives for the recognition and honouring of sport persons. It is envisaged to be completed early in 2023 for implementation in the 2023/24 financial year.

Infrastructure Management Policy: The policy was developed in 2021 and a review is planned in 2024. This policy was developed to guide processes of approval and allocation of capital budget to DSAC and non-DSAC entities for the purpose of implementing infrastructure projects necessary to ensure the provision of the required level of services for the promotion, preservation and development of heritage, arts, and culture. It also covers the process the Department follows to make ring-fenced Municipal Infrastructure Grant (MIG) allocations to municipalities for the purpose of sport infrastructure development. Linked to the Infrastructure Management Policy is the Norms and Standards for Provision of Sport and Recreation Facilities. These norms and standards will be reviewed during 2023/24.

The Terminology Co-ordination Directorate will begin a process to initiate the development of **national terminology policy guidelines**. This will go hand in hand with the term register upscaling into a Term Bank which will form the basis of a living archive of our languages. However, further application development of the current Terminology Management System is needed to make strides in this regard. The Translation and Editing Directorate are looking into the feasibility of establishing **translation administration policy guidelines** but are still in preliminary consultations in this regard. Furthermore, the Language Planning and Development directorate is working on a dedicated implementation plan for the **DSAC language policy**.



As part of ensuring that the Books and Publishing (Press) sector is regulated, and in response to the recommendation by the revised White Paper on Arts, Culture and Heritage to establish a Book Council, DSAC have appointed an Advisory Task Team to work on the development of a National Book Policy during 2023/24. This will provide guidance on the development of the necessary Book Development Council, and a strategy thereof. The focus is currently on the development of the **National Book Policy**, which will be followed by the Council once proper scanning and costing is done. An estimated 12 people will serve on the council, and it will be funded in the next MTSF.

Visual Arts Policy: a review of the 2011 Visual Arts Policy is meant to present an accurate picture of the current position of the visual arts in South Africa; identify opportunities for growing the artistic, social, and economic contribution of the visual arts in society; and assist in developing a sector-wide intervention plan for the promotion of visual arts in recognition of the need to have a uniform approach in promoting the sector. It is well established that the visual arts have the potential to contribute to education, public health, and urban development. The capacity of the work of artists to challenge our familiar and established patterns of perception and attitude, and to invoke both wonder and critical reflection is fundamental to understanding the importance of the visual arts in a society composed of multiple identities, realities, and ways of being in the world. It is envisaged that this policy will be completed during 2023/24.

Theatre & Dance Policy: DSAC is mandated by the White Paper recommendations to develop cultural and creative sector policies that will provide a regulatory framework for the development and promotion of the Theatre and Dance Sector. The core of this process is to set a vision and practical policies, strategies, implementation mechanisms and time frameworks that would result in a sustainable and vibrant theatre and dance sector in all provinces, with South African Theatre and Dance makers representing the country and pride across the African borders and beyond. This will affirm the dignity and rights of those who seek to make a livelihood within the theatre and dance sector, ensuring that they are protected and cared for in ways afforded to other workers in other sectors of our economy. This policy will assist those who have authority within and over the theatre and dance sector to understand and appreciate its unique dynamics, conditions, and circumstances relative to other art disciplines, in order that appropriate policies and strategies be devised for the sector. It will assist to uphold the democratic rights of artists and co-workers to organize themselves independently and to participate in the formulation, implementation, monitoring and evaluation of policies and strategies that directly affect them. This policy will contribute towards a mutually respectful relationship between civil society organizations and key stakeholders within the theatre and dance sector and different tiers of government (national, provincial, and local) to ensure cooperation and mutual understanding.

Events, Technical and Production Services industry B-BBEE Sector Code: The development of the Events, Technical and Production services industry B-BBEE Sector Code is intended to provide a mechanism which will function as an instrument to ensure effective transformation in the sector. This intervention was informed by numerous studies (that were commissioned by the Department) in the sector which yielded findings pointing acutely to: the lack of transformation; access to economic opportunities that are dominated by a few stakeholders; previously disadvantaged members of the sector being marginalised; and the Generic B-BBEE Code not being effective to address these imbalances. With the development of the B-BBEE Sector Code, the Events, Technical and Production Services sector will be empowered with a policy framework that will focus specifically on the sector and will lead to the establishment of a B-BBEE Sector Code Council which will become the implementing and monitoring body to police the activities of the sector in terms of compliance, as well as to measure the Sector Code effectiveness. The policy will be completed early in 2023 for implementation in 2023/24.

DSAC Transfers and Funding Policy: a review of this policy is meant to develop a standardised policy framework for the Department in line with the Transfer and Subsidy Policy. The Funding Policy was originally developed to provide a framework for the administration, management and disbursement of all voted funds received from Treasury for arts and culture promotion and development (ACPD). The Policy provides the basis for the Department to disburse funds in line with the grants disbursement schedule in terms of criteria in the Department's Transfer and Subsidy Policy. Currently the Policy is focused on the two ACPD Chief Directorates of the Department that are responsible for the development and promotion of arts, culture, and language. However, there is a process underway to incorporate heritage and sport into the existing policy for integration purposes. The policy will be completed early in 2023 for implementation in 2023/24.

Craft Strategy: the diverse and unique nature of the craft sector requires targeted markets nationally and internationally. Building on the craft strategy reviews and development work that took place in 2014 and 2018 respectively, the Craft Unit will seek Cabinet approval for a DSAC National Craft Development Plan. The plan seeks to implement the recommendations that emanate from these strategy reviews, the revised White Paper and the Cultural and Creative Industries Master Plan. The strategy flows from the foundations of the Cultural Industries Growth Strategy (CIGS) and incorporates common threads of–

- access to information.
- access to raw materials.
- access to finance and funding.
- access to relevant human capacity development opportunities at all levels.
- access to sustainable and viable local and international markets.
- using technology to fast-track sector development; and
- building institutional capacity for development and implementation.

The DSAC Craft Development Unit will build on this previous work and the accompanying common threads outlined above to develop the National Craft Development Plan, Strategy and Programme. This will be done in collaboration with the broader sector; the Craft Advisory Team established during the 2018 Craft Strategy Dialogue; and the Department of Small Business Development in particular. The goal is to have the strategy approved by the Director-General and then ratified by Cabinet for implementation from 2024 onwards.

A **Music policy** as well as a **Design policy** are planned for development and completion during 2023/24 for implementation in 2024/25.

International Relations Strategy for Sport, Arts and Culture: The Strategy is aimed to guide the Department to achieve its international relations work in relation to the following four (4) dimensions: - (a) Multilateral relations; (b) Bilateral relations; (c) Treaty obligations; and (d) Official Development Assistance. It will provide a framework for effective and efficient management and coordination of DSAC international relations mandate and work. The strategy will guide all role players with practical process requirements for soliciting, targeting, engaging, managing, and administering international work. It will also a fragmented and a silo approach to the management of international relations work and to ensure maximum impact of international relations on the priorities of DSAC as set out in the Strategic Plan. The strategy will be developed in 2023/24 and will be the plan of action that guides the implementation of the DSAC International Relations mandate to be undertaken by the Chief Directorate: International Relations with line function units. It will also guide the work undertaken by the Chief Directorate in line with the South African Foreign Policy objectives, and Framework Document on South Africa's National Interest and its Advancement in the Global environment, the Revised White Paper on Arts, Culture and Heritage and the White Paper for Sport and Recreation. The implementation of the Strategy will commence in 2024/25.

National Heritage Legacy Projects policy: This policy, guiding the implementation of national heritage legacy projects has been drafted and will be completed in 2023/24 after being costed; undergoing the Socio-Economic Impact Assessment System (SEIAS) and being presented to Cabinet committees and finally to Cabinet.

Institutional policies under development

DSAC will focus on consolidating institutional policies in 2023/24 to ensure that they adequately enhance the work environment of employees. The policies cover a wide area and include employee wellness; financial management; conditions of service; good governance; supply chain management; audit; monitoring and evaluation; HR utilisation and development; telecommunication; IT and data management, among others.



3. UPDATES ON RELEVANT COURT RULINGS

The Department only has one court ruling that has a significant and ongoing impact on its operations or service delivery obligations.

CASE	RULING	IMPLICATIONS
<p>The national Department of Arts and Culture (DAC) and the South African Roadies Association (SARA)</p> <p>Case number: 63756/17</p>	<p>3-year obligation for the funding of SARA's Operational & Programming costs.</p> <p>The current ruling on the SARA matter is that of the Public Protector of South Africa (PPSA) dated June 2017. In this ruling, the PPSA outlined several remedial actions to be implemented by the Department. These were further made into an order of court by the High Court of South Africa on 22 August 2018, which instructed the Department to implement the Settlement Agreement of April 2014 between the Department and SARA which obligated the Department to fund SARA's proposals for renovations, operational and programming costs.</p>	<p>Creates limitations to programme planning & available budget.</p> <p>Creates legal precedence risk.</p>





PART B: OUR STRATEGIC FOCUS



1. STRATEGIC FOCUS

1.1 UPDATED SITUATIONAL ANALYSIS

The National Development Plan published in 2012 remains the core strategic directive for the country. Its vision to reduce poverty, inequality, and unemployment by 2030 is aligned to both the Africa Agenda 2063 as well as to the Sustainable Development Goals for 2030. This relationship is illustrated in Figure 1.

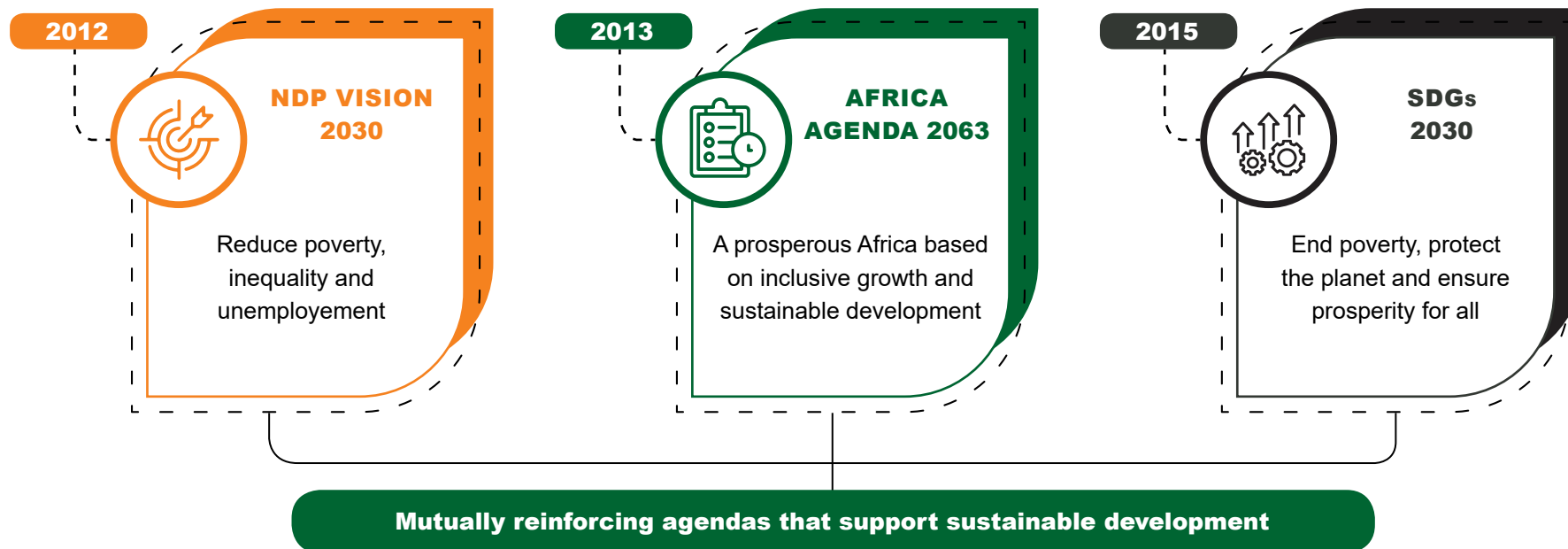


FIGURE 1: STRATEGIC ALIGNMENT.

ENVIRONMENTAL SCAN

As the first step towards developing the 2023/24 Annual Performance Plan the Chief Directorate: Strategic Management and Planning commenced with facilitating an environmental scan at a Chief Directorate level on 6th June 2022. This enabled more officials within each Chief Directorate to contribute and participate in the annual planning process. An Environmental Analysis Working Document Template, with guidelines and targeted questions, was developed. Between 13-24 June 13 Sessions were held across all 4 Programmes (10 Chief Directorates) and guidance was provided to address amongst others, the following areas: our mandate; outcomes; current performance; an environmental analysis with a corresponding response plan; existing commitments; identification of obsolete outputs; new MTSF commitments and the validity of the current DSAC Strategic Plan.

Managers were then requested to use the Environmental Analysis conducted and to develop a presentation on amongst others: (1) a SWOT analysis per Chief Directorate, coupled with a detailed response plan to each issue identified; (2) key projects envisaged for 2023/24 together with the corresponding budget; (3) envisaged commitments to the new 2024–2029 MTSF; and (4) initiatives to respond to youth, women, gender-based violence and people with a disability. These presentations were delivered and discussed at a 3-day management strategic session, attended by 101 senior managers and core project managers, during 17-19 August 2022. A departmental SWOT was compiled through consolidating inputs from the attendees. The SWOT revealed the following:

Strengths

- a. Well-developed policies and plans (Regulatory authority & clearly defined government structures).
- b. Knowledgeable, experienced & qualified staff.
- c. Passionate commitment to achieving our mandate.
- d. Repository of documentary heritage.
- e. Responsive / Ability to intervene with challenges faced by the sector.
- f. Ability to empower SMMEs.
- g. Well established projects.
- h. Diverse portfolios.
- i. Functional implementing and funding agencies.

Weaknesses

- a. Working in silos /lack of coordination /lack of internal synergy.
- b. Cumbersome systems – administration burden.
- c. Clarification of roles & responsibilities (Duplication & overlaps with other spheres in the SAC sector).
- d. Lack of planning tools / Inadequate consultation with stakeholders.
- e. Slow turnaround times.
- f. Lack of follow-up on issues identified.
- g. Insufficient resources (human & financial) to meet mandate.
- h. Poor integrated planning.
- i. Poor record keeping and tracking.
- j. Lack of knowledge management strategy & systems.
- k. Absence of a complaints and compliments system.
- l. Absence of an induction programme.
- m. High level of staff turnover.

Opportunities

- a. Contribution to the South African economy.
- b. Ability to influence National Agenda.
- c. Acknowledgement of excellence and opportunities to showcase talent.
- d. Provision of support to the sector.
- e. Social cohesion & nation building.
- f. Rich and engaging stakeholder base.
- g. Establishment of a Call Centre.
- h. Heightened interest in digitization of heritage material.
- i. Reengineering the Department to correct current imbalances.
- j. Strong bias towards the youth.
- k. Visibility provided to sponsors by mass-based projects.



Threats

- a. Budget cuts.
- b. Lack of capacity (structures).
- c. Pandemics and epidemics; natural disasters.
- d. Social unrest.
- e. Civil protest.
- f. IT is advancing without DSAC keeping pace.
- g. Corruption and maladministration.
- h. Inability of agencies to account for resources allocated to them.
- i. Poverty, unemployment and inequality.
- j. Increased risk of cyber threats.
- k. Sincerity of programme implementation.
- l. Enforced reliance on other depts (e.g.: DPWI; SITA).
- m. Increase in demand for unsolicited funding requests.
- n. Diplomatic relations (visa requests).
- o. Lack of support to creatives (Lack of policy guiding creatives).
- p. Changing foreign policy.
- q. Global competition.
- r. Lack of understating of our mandate.
- s. Poor public perception of DSAC.
- t. Global instability.
- u. Increased social ills.
- v. Competing priorities (community basic needs vs DSAC mandate).
- w. Lack of transformation – lack of sports facilities.
- x. Biased patriarchal broadcasting regime.

The Department's responses to the issues identified in the SWOT above are included in the updated situational analysis and discussed under the relevant outcome to which they predominately contribute.

Following the strategic session in August and the compilation of the departmental SWOT analysis the programme presentations were enriched and core deliverables were extracted and integrated in the 2023/24 planning process.

In terms of resources, the Budget Prioritisation Framework (BPF) seeks to facilitate and strengthen the alignment between key national plans and the national budget process. This is to ensure that there is adequate resourcing of priorities in support of developmental outcomes. It also provides a framework for priority setting towards the 2023 National Budget process. The BPF seeks to ensure that budget submissions and budget consultations, within the Medium-Term Expenditure Committee (MTEC), consider the National Development Plan: Vision 2030 (NDP); the Medium-Term Strategic Framework (MTSF) 2019-2024 and the State of Nation Address (SONA) commitments as part of an optimal resourcing approach. The BPF identifies a range of priority interventions in support of a strategy of stabilization, recovery, and reconstruction. This strategy is supported by four pillars (see Figure 2) to achieve the following outcomes:

1. Increased public and private sector employment.
2. Accelerated inclusive growth.
3. Optimized social protection and income support; and
4. A capable state.

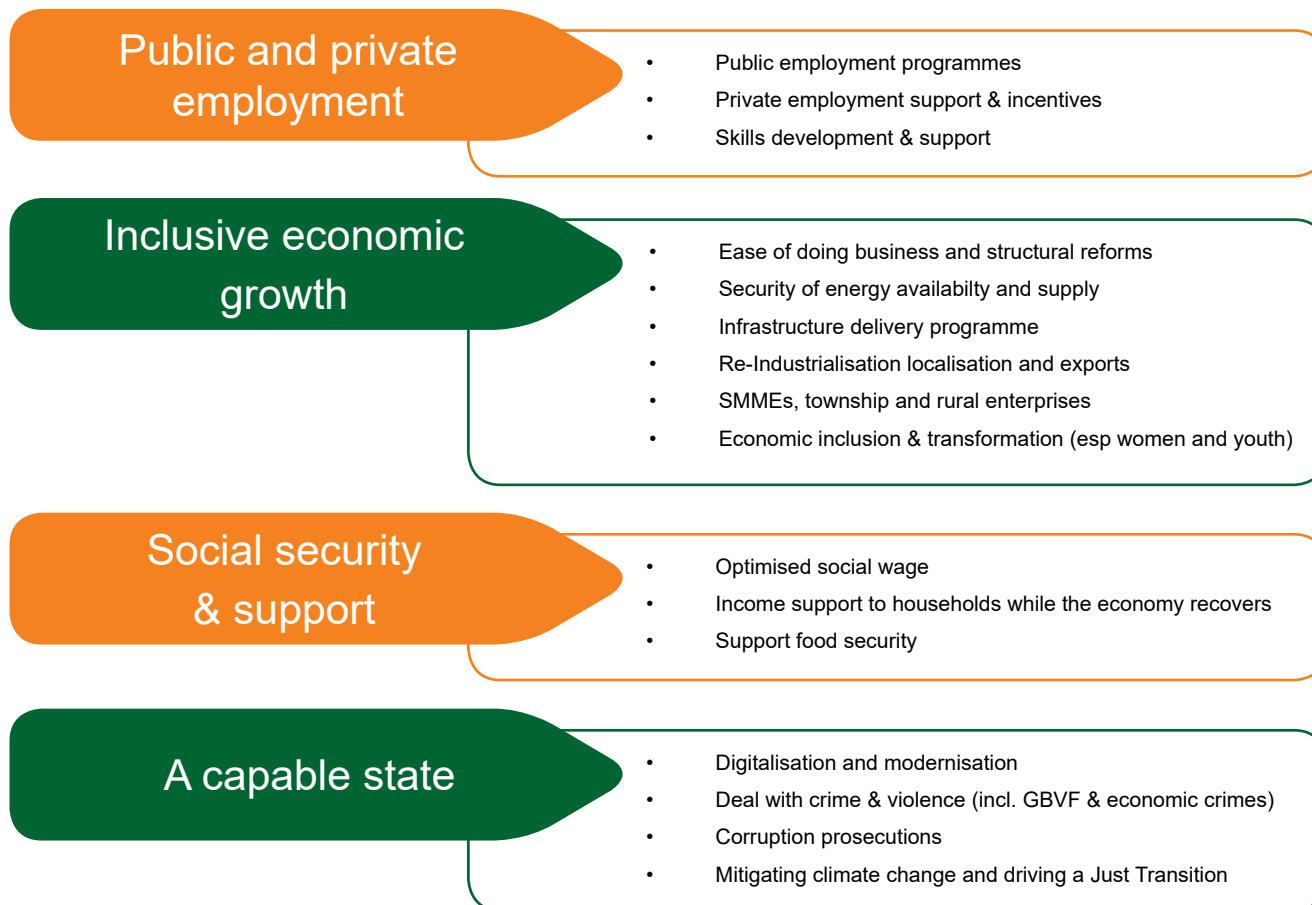


FIGURE 2: BUDGET PRIORITIZATION FRAMEWORK: TOWARDS BUDGET 2023 (DPME, 2022)

DSAC supports the BPF outcomes (i) employment, and (ii) economic growth, by initiating projects that support DSAC Outcome 1: Increased market share of and job opportunities created in sport, cultural and creative industries; and BPF outcome (iv) capable state, by supporting projects contributing to DSAC Outcome 5: Compliant and responsive governance. This encourages adequate resourcing of DSAC priorities in support of developmental outcomes.



1.1.1 EXTERNAL ENVIRONMENT ANALYSIS

ALIGNING DSAC OUTPUTS WITH GOVERNMENT PRIORITIES

The mandate of the Department and related resources are aligned to priorities that impact on the core work of DSAC. The Department has listed six government priorities that are directly linked to its outcomes (see Figure 3). Government priority four has been excluded.

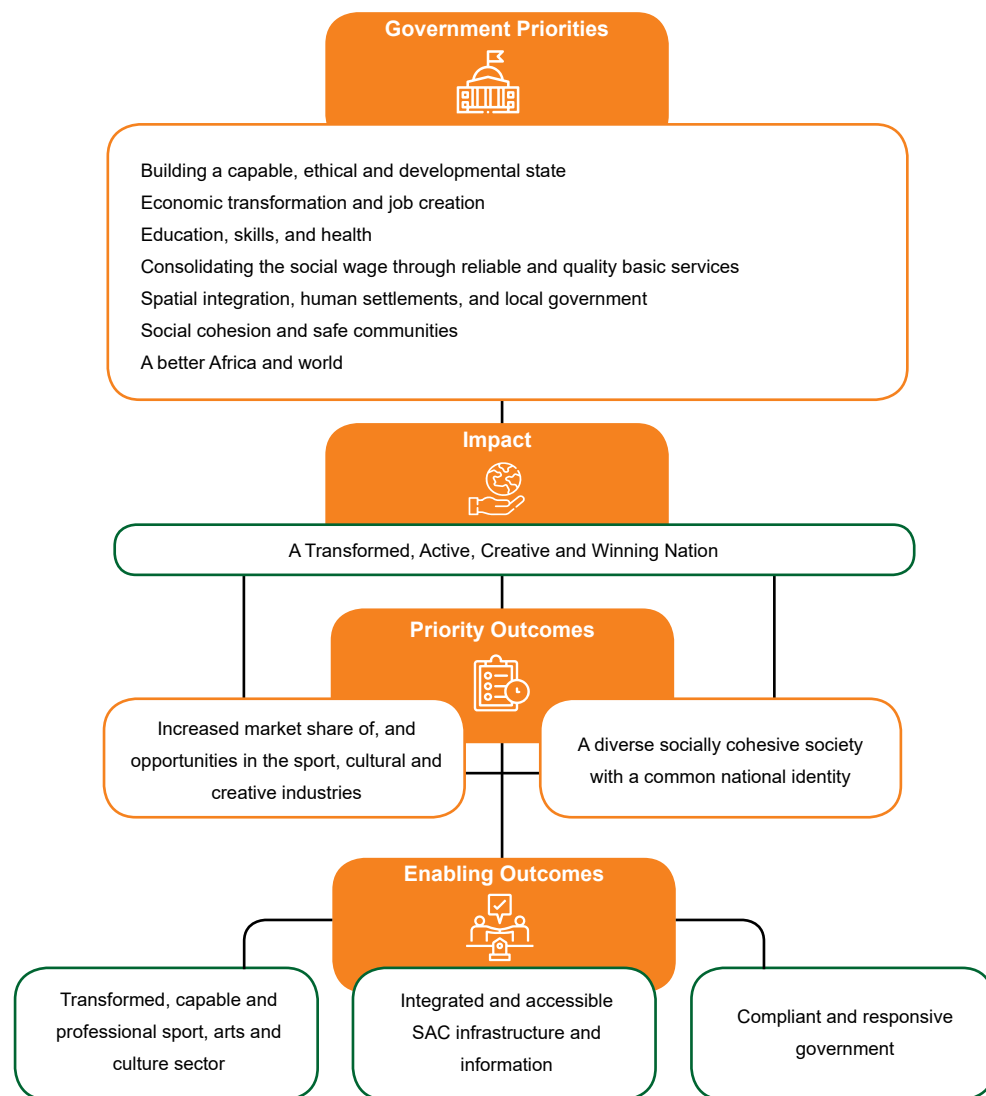


FIGURE 3: DSAC OUTCOMES LINKED TO GOVERNMENT PRIORITIES

The exclusion of priority 4, “Consolidating social wage through reliable and quality basic services”, does not imply that the Department will not contribute to the realisation of this priority. It only means that although it is not part of the core work of DSAC, the Department will still support it to the extent that it links to the departmental mandate. It is acknowledged, as highlighted elsewhere in this Plan, that the mandate of the SAC sector lends itself to contributing to the eradication of gender-based violence and drug and substance abuse. Activities within the sector provide a fertile ground for the distribution of messages about societal ills. In addition, the Department supports the South African Institute for Drug-Free Sport (SAIDS), a public entity responsible for anti-doping in sport.

While priority 7, “A better Africa and world”, is listed as one of those priorities directly supported by DSAC, the approach to supporting this priority with an outcome was taken from the point of view of the NDP. The NDP’s five-year implementation plan looks at increasing investment opportunities for foreign direct investment in the South African economy. This economic aspiration is already covered in DSAC’s outcome 1, i.e., “Increased market share of and job opportunities created in sport, cultural and creative industries (CCIs)”, and therefore it is not repeated or duplicated with a new outcome. In accordance with the envisaged DSAC International Relations Strategy, the Department will continue to invest in improving diplomatic relations with Africa and the World.

Tables I, II, V, VI and VII below illustrate the alignment of the Department’s outputs with Government priorities.

During 2022/23 an environmental analysis was undertaken, and targeted questions were posed - one of which was whether the 2020-2025 Strategic Plan was still valid. The response was a unanimous “yes”, and as such it was not necessary to update the Strategic Plan. The strategy’s approach uses the problem tree focus area; a theory of change; and a logical framework. Through the DSAC strategic plan, interventions and projects were identified to contribute towards the strategic mandate. The theory of change shows the pathway the Department will follow logically from the Department’s contribution to the NDP and MTSP priorities to the identification of projects and interventions that contribute towards the strategic outcomes and the outputs thereof that will be implemented. Each intervention has a series of outputs that will be implemented at different levels over the five years. The strategy identified the key drivers and assumptions that will be the enablers for the achievement of the short-term, medium-term, and long-term outcomes. Thus, it identifies critical elements of the intervention: activities, outputs, outcomes, impacts, assumptions, and risks.



The theory of change outlines the selected interventions as projects that over 5 years can lead to the achievement of the set DSAC objectives. Each intervention or project has outputs that will be delivered during implementation if the assumptions become realistic and risks are managed leading to the desired impact. Some of the key assumptions deal with good governance, financial management, strong partnerships, participation of the previously disadvantaged groups, provincial Departments' contribution to the national agenda, and increased funding. Many of the results in the theory of change have a mutually reinforcing relationship with other results.

ECONOMY AND JOB OPPORTUNITIES

In South Africa, this occurred through the "Mzansi's Golden Economy" initiative, under which the South African Cultural Observatory (SACO) was founded. In its 2019 presentation to Cabinet on South Africa's Re-imagined Industrial Strategy, the Department of Trade, Industry and Competition (the dtic) pointed to the potential the CCIs have for, inter alia, employment creation, skills development, promoting social

cohesion, raising the country's profile abroad and supporting the domestic tourism industry (the dtic, 2019). Prioritisation of the CCI sector as one of seven focus areas in the country's revised industrial policy is intended to address the challenges and constraints that need to be overcome to allow the sector to reach its full potential.

The 2023 Budget Prioritization Framework acknowledges that the pandemic had a significant socio-economic impact with an estimated 2.8 million jobs lost between the second and third quarters of 2020. The official unemployment rate decreased by 0.6 percent from 34.5 percent in the first quarter of 2022 to 33.9 percent in the second quarter of 2022 while poverty and inequality have worsened. The level of unemployment in South Africa remains exceptionally high for youth, women and black Africans which is a major concern. Some of the DSAC initiatives contributing towards the reconstruction of the economy and the provision of job opportunities are highlighted in Table I.

TABLE I: DSAC RESPONSE TO ECONOMIC TRANSFORMATION AND JOB CREATION

Government Priority	ECONOMIC TRANSFORMATION AND JOB CREATION A BETTER AFRICA AND WORLD			
DSAC Outcome	INCREASED MARKET SHARE OF AND JOB OPPORTUNITIES CREATED IN SPORT, CULTURAL AND CREATIVE INDUSTRIES			
Intervention	ENABLING FRAMEWORK / WELL RESEARCHED, REGULATED AND FUNDED SAC SECTOR	SUPPORT A RANGE OF CULTURAL AND CREATIVE SECTOR INITIATIVES TO PROMOTE THE DIVERSE CREATIVE INDUSTRIES	EXPANSION IN NEW AND TRADITIONAL CREATIVE INDUSTRY MARKETS, CULTURAL DIVERSITY AND HERITAGE	INCREASED ECONOMIC PARTICIPATION BY HISTORICALLY DISADVANTAGED GROUPS
Outputs	Research (incl. SACO). Intellectual property development. Integrated funding model. Cultural & Creative Industries Master plan (CCI). Economic Reconstruction & Recovery Plan (ERRP).	Mzansi Golden Economy programme (MGE). Films and documentaries. Flagship and cultural events. Sports events. Emerging creatives programme. Visual artists - Art Bank acquisitions. Public Art. Publishing House.	Market access programmes (incl film festivals; book fairs). International engagements. Touring ventures. Cultural diplomacy.	Job creation. Targeted procurement spends. Presidential Employment Stimulus Programme (PESP).

Bold outputs are prioritised in the 2023/24 APP.



Income inequality is driven by the disparities between the employed (largely skilled workers) and the unemployed. Inequality presents an obstacle to social cohesion, prolonging and promoting socioeconomic exclusion, as identified in the 2021 South African Reconciliation Barometer. The lowest-earning income brackets are still almost entirely populated by black people. It remains to be seen what long-term effect the COVID-19 pandemic has had on inequality, but the severity of job losses and consequent rise in poverty means it is likely that the economy might be even more unequal (Budget Prioritisation Framework: Towards Budget 2023, DPME, 2022).

The Economic Reconstruction and Recovery Plan (ERRP) aims to build a new economy and unleash South Africa's true potential. The overarching goal of the plan is to create sustainable, resilient, and inclusive economy. It focuses on the following priority areas:

- Energy security.
- Industrial base to create jobs.
- Mass public employment programme.
- Infrastructure development.
- Macro-economic interventions.
- Green economy.
- Food security.
- Reviving the tourism sector.

In terms of aligning and contributing to the ERRP, DSAC has identified 5 critical priority areas where specific interventions can create an enabling environment towards economic recovery:

1. Enabling access to local and international markets by resourcing market access programmes (incl. film festivals; book fairs) and touring ventures. International engagements and cultural diplomacy are also used to expand access.
2. Monetisation of the cultural; creative and sport industries.
3. Enhancement of the arts, culture; heritage and sport tourism. Following Cabinet's approval, South Africa will be hosting the following global sporting events in 2023: Table Tennis World Championship; ICC Under 19 T20; ICC Women's T20 World Cup; World Masters Rowing Regatta; the 1st Down Syndrome World Gymnastics Championships and the Netball World Cup 2023. Significant spinoffs in the tourism sector are expected from these. Furthermore, the Department is committed to promoting and marketing South Africa's World Heritage Sites such as the Makhonjwa Mountains, Ukhahlamba and Robben Island Museum in partnership with Department of Tourism, BrandSA and DIRCO.

4. Reviving the economy through infrastructure development – DSAC sport, heritage and library infrastructure will be constructed contributing to economic activity.
5. Job creation using the employment multiplier model. DSAC supports the mass public employment programme, through the Presidential Employment Stimulus Programme, where R460 million will create 38 703 jobs in 2023/24.

Public employment programmes are central to the government's goals to alleviate poverty while supporting skills development towards more sustainable employment. This is especially the case given the impact of the COVID-19 pandemic and the current high levels of unemployment. Government must thus prioritise and optimise these programmes. The Presidential Employment Stimulus Programme (PESP) demonstrated that more rapid upscaling of employment programmes is possible if there is political backing and strong institutional leadership. In its first two phases (to April 2022), the PESP created an estimated 686 459 job opportunities, contributed to retaining 40 399 jobs, and provided livelihood support to 152 222 beneficiaries. Given the success of the programme, it must continue to be prioritised across all government institutions that are supporting its implementation (Budget Prioritisation Framework: Towards Budget 2023, DPME, 2022). DSAC has taken heed of this, and a targeted call will be issued again to support employment creation initiatives for artists, creatives; and cultural and heritage practitioners in 2023/24.

With the South African sport and creative industries being one of the hardest hit by the COVID-19 pandemic, government's response through relief grants, and the PESP went a long way in softening its negative impact in our sector. Reasons for the particularly negative impact of the pandemic on the CCIs include the project-based production mode in many parts of the sector, the prevalence of in-person operations, and the higher levels of freelance and informal occupations. By tracking the impact of the pandemic and the start of the recovery as lockdown restrictions eased, the 2022 SACO mapping study aimed to provide information that can be used to design effective support interventions and adaptation strategies.

The Department acknowledges that during the PESP not all benefited from government interventions due to the finite/limited financial resources at the disposal of the state. Nonetheless, the Department funded the District Six Museum with an allocation of R4 000 000; while R2 000 000 was allocated to the Phansi Museum, and R9 000 000 to the HipHop Museum as part of the PESP2 support. The PESP2 funding also contributed to the departmental job-creation initiatives, with the job retention of 38 persons and the creation of 428 new jobs across these three institutions mentioned above. The Department also financially supported athletes, artists, and their organisations to the tune of R808 million, benefiting 59 224 artists and athletes, with 37 556 jobs being created and/or retained.

For the PESP3 the Department was allocated R440m for the 2022/23 financial year and R462m for the 2023/24 financial year which should enable employment creation initiatives for artists, creatives, cultural and heritage practitioners as covered in the CCI cultural domains that make up the industry (See Figure 4 illustrating the SACO classification of cultural and creative industries and related domains). The output will focus on the number of opportunities for jobs created in the cultural and creative industries through a targeted call. This will be a continuation of the work that was done by the NAC, NFVF and other entities.

The Cultural and Creative Industry (CCI) will also create more downstream jobs, apart from the targeted jobs, beyond the indicator, using the employment multiplier model. Productions that will be created for online streaming will also create continuous revenue for the creators of the work in line with CCI Master Plan. The support will also upscale the new normal of the online streaming of Cultural and Creative Industry projects.

Supporting a strength identified in the DSAC SWOT, “functional implementing and funding agencies”, the following implementing agencies will be used for the PESP4 during 2023/24:

- National Arts Council (NAC)
- National Film and Video Foundation (NFVF)
- National Heritage Council (NHC)
- National Museum – Art Bank
- Business and Arts South Africa (BASA)

While the NAC; NFVF; NHC and the Arts Bank will focus on specific allocated domains; BASA will focus on SMMEs and Cooperatives across different domains; especially in non-performing arts. The “ability to empower SMMEs” was identified as a strength in the DSAC SWOT.

DSAC will retain R2.7m in 2023/24 to set up a Project Management Unit (PMU) that will project-manage the PESP and address some of the challenges experienced during the management of the previous PESP allocations.

The following sectors will be covered in 2023/24:

- Performance and celebrations (including area of theatre, dance opera)
- Audio Visual and Interactive Media
- Visual Arts and craft (including Public Art)
- Design and Creative services
- Books and Publishing (including indigenous language development and promotion)
- Cultural and Natural Heritage
- Human Language Technologies

Projections are that the following allocations will be made, creating a significant number (38 703) of jobs:

- NAC: R180m projected to create 22 000 jobs.
- NFVF: R152.3m projected to create 10 000 jobs.
- NHC: R65m projected to create 4 000 jobs.
- Art-Bank: R20m projected to create 700 jobs.
- BASA: R20m projected to create 2 000 jobs.
- PMU within DSAC: 3 jobs.

This intervention will allow for continued support of the cultural and creative industry and focus on the utilization of the employment multiplier effect, where the creatives create employment through funded proposals. This PESP funding will further focus on:

- Digitization projects
- Support to cooperatives
- Youth, women, and people with disabilities.

In its SWOT, DSAC acknowledged that it is “responsive and able to intervene with challenges faced by the sector”, the PESP is an example of such.





FIGURE 4: CLASSIFICATION OF CULTURAL AND CREATIVE INDUSTRIES AND RELATED DOMAINS (SACO, 2022)

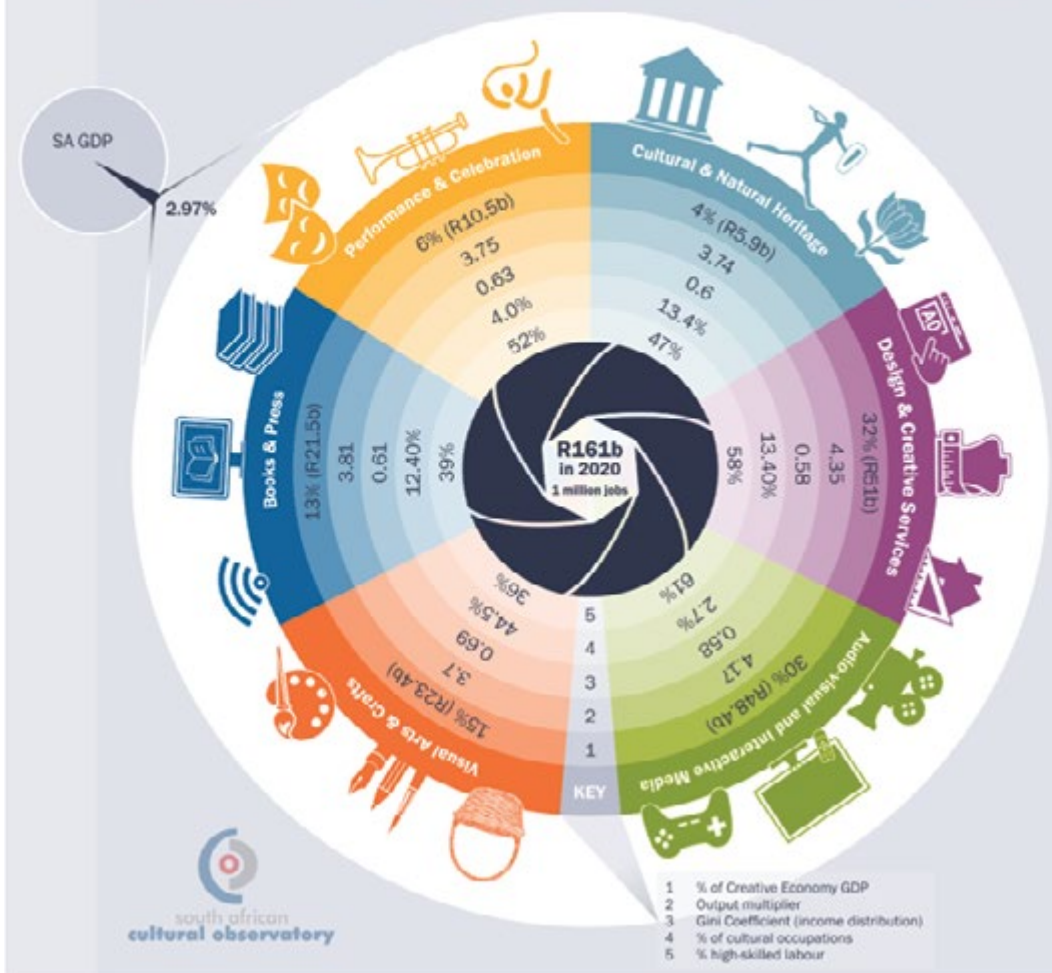


The overall goal of the SACO CCI Mapping Study 2022 was to provide updated information on how the cultural and creative industries contribute to the economy of South Africa in terms of GDP, employment, and international trade. As it is part of SACO's mandate to produce reliable and internationally comparable statistics, the UNESCO Framework for Cultural Statistics (2009) was used to define and measure the sector. Although South Africa does not yet have an officially recognised definition of the CCIs, many policy and discussion documents, such as the Revised White Paper on Arts, Culture and Heritage (2019) seem to be moving towards adopting the UNESCO Framework for Cultural Statistics (2009). Figure 4 illustrates the classification used by SACO when reporting trends in the CCIs.

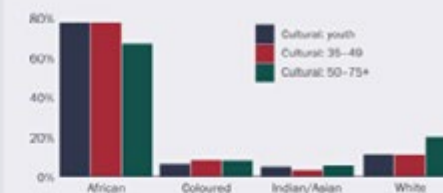
A special focus of the 2022 mapping study was to measure the impact of the COVID-19 pandemic on different parts of the creative economy so that recovery can be tracked as lockdown regulations were eased. This supports the DSAC SWOT strength identified of "well-developed policies and plans".

As in many countries, South Africa has broadened its definition of the CCIs over time, with early reports, such as SACO's 2022 mapping study outcome showing that design and creative services contributed 32% of the Cultural and Creative Industries (CCI), followed by audio-visual and interactive media at 30% and the visual arts and crafts at 15% of the CCI's contribution to the GDP. It is noteworthy to observe that the performance and celebration domain contributed only 6% of the CCI. This can be attributed to the restrictions on gatherings, free association, and movement due to COVID-19 in line with protocols of the World Health Organisation (WHO). See Figure 5.

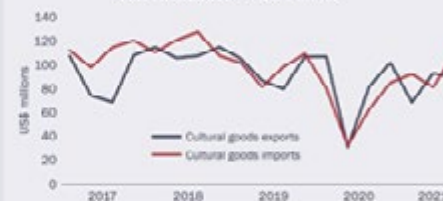
CREATIVE ECONOMY SNAPSHOT



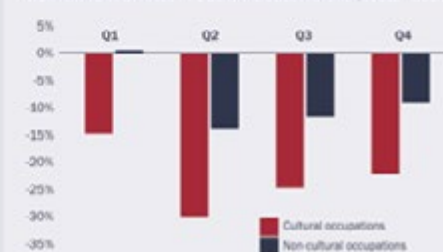
CULTURAL OCCUPATIONS BY RACE AND AGE



CULTURAL GOODS TRADE BALANCE



YEAR-ON-YEAR CHANGE IN CULTURAL OCCUPATIONS (20019-2020)



Like many small, open economies, South Africa had a cultural goods trade deficit, with the value of cultural goods imports being more than the value of exports. However, cultural goods imports have been declining recently, and for the first time in 20 years, South Africa had a positive cultural goods trade balance for some quarters in 2020 and 2021 (Figure 6). While cultural goods exports initially appeared to recover more quickly after the hard lockdown, they have not yet reached pre-pandemic levels. Pandemics were identified as a threat in the DSAC SWOT.

FIGURE 5: SNAPSHOT OF SOUTH AFRICAN CREATIVE ECONOMY (SACO, 2022).



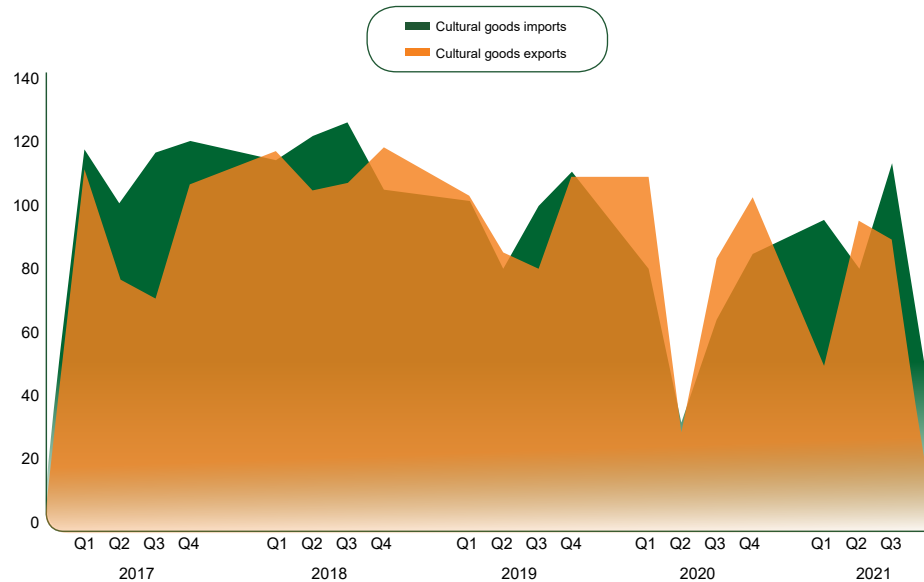


FIGURE 6: SOUTH AFRICA'S CULTURAL GOODS TRADE 2017Q1–2021Q3 (CURRENT US\$ MILLIONS) (SACO, 2022)

During his 2023 SONA President Ramaphosa observed that we have seen the benefits of developing compacts to promote investment and to develop master plans in sectors of the economy such as automobiles, clothing and textiles, poultry, sugar, agriculture, and global business services. The master plans that have been concluded are supporting the revival of the relevant sectors, the injection of investment by the private sector and the creation of new jobs and livelihoods. The Creatives Industries is one of the seven prioritized sectors and therefore indicative of the need for the Creative Industries Masterplan to be developed. On the 17th of August 2022 DSAC presented the Cultural Creative Industries Masterplan to Cabinet for approval and implementation. The Cultural and Creative Industries (CCI) is one of the richest resources of South Africa and has the capacity to generate significant economic and social benefits for the nation. The Department is mandated to harness arts, culture and heritage as creative practices which have the social and economic capacities for transforming South Africa into an inclusive society. Hence the Department will be implementing programmes stemming from the Masterplan for the development and sustainability of arts, culture, and heritage across all Provinces as part of the economic recovery plan it embarked on after Covid 19.

This Masterplan's main aim is to attain the following goals by 2040:

1. Globally recognized representative and competitive creative industry.
2. A growing talent pipeline with quality skills development, including professional skills training for the CCI at all levels.
3. An integrated creative value chain to stimulate opportunities for innovation the nurturing of talent and professionalism in the sector.
4. A transformed and innovative creative sector that develops and exploits its own Intellectual Property
5. A creative industry that has access to competitively priced inputs (including raw material, 4IR ready technology)
6. A supportive legal and regulatory framework across all three spheres of government that promotes economic reward and the ease of doing business.
7. An equitable and inclusive access to affordable fit-for-purpose infrastructure (including but not limited to ICT Infrastructure, digital platforms, production and distribution facilities, and cultural infrastructure) for the creative industries.

The Department will lead in the implementation of the masterplan as well as the establishment of inclusive advisory and consultative forums at national, provincial, and local levels in collaboration with following Departments: DSDB, DTIC and DCDT. The Key Action Plans of the Masterplan are illustrated in Figure 7.



FIGURE 7: CCI MASTERPLAN: KEY ACTION PLAN



In 2011 the Department launched what is called the Mzansi Golden Economy (MGE) strategy or programme. The golden economy refers to the creative industries and the term was first used in the UK to describe or brand the cultural and creative industries in that country. Similarly South Africa coined the term Mzansi Golden Economy or as such Mzansi Creative Industries as a golden industry that would stimulate growth and create livelihoods and jobs. The MGE seeks to create economic and job opportunities in the arts, culture, and heritage sector by supporting programmes designed to develop audiences, stimulate demand, increase market access, and develop skills. The arts, culture and heritage sector is seen as the “new gold” which has the potential to increase economic growth and create jobs in South Africa. The Department has thus implemented MGE as a strategic tool to invest in key areas of the creative economy with the anticipation that it will create an enabling environment for productivity and job opportunities that enhances the sector’s economic competitiveness. It must be emphasized that MGE does not create jobs but provides an enabling environment for job opportunities in various cultural and creative genres through several work streams. Projects in the creative industry supported through the Mzansi Golden Economy Programme are categorised as follows:

- **Flagships** - Strategic partnerships and special projects within the Department’s programmes that have a high impact on a national level. These events support the mandate and objectives of the Department in terms of stimulating the economy through job creation at national, provincial, and local levels and further celebrating the African continent.
- **Cultural events** - With these events, the projects are geared at the creation, development, and promotion of local content. The objectives are to contribute to local economic development, job creation and the development of audiences.
- **Touring ventures** - Touring Venture projects are geared at increasing mobility and access of South African arts practitioners to the local and international market. The project must heighten local and or international consumption of South African products thus creating job opportunities for artists with the resultant effect of economic growth of our country.
- **Public Art** - the Public Art programme supports artists, art organisations and communities in accessing arts and culture freely where they live. It aims to create job opportunities at a provincial and national level for artists, designers, storytellers, crafters, performance artists, and a range of other practitioners in the cultural and creative sectors.
- **Africa Month** - The Africa Month Projects are focused on the African continent during Africa Month, which is held annually.

The CCI Masterplan as well as the MGE programme are good examples of one of the Departments’ strengths as identified in the SWOT, namely, “well-developed policies and plans”.

The Art Bank of South Africa (ArtbankSA) is a national programme of DSAC and forms part of the MGE strategy. The implementation of the ArtbankSA programme is currently guided by the funding agreement between the National Museum and the Department. ArtbankSA seeks to:

1. curate a definitive collection of contemporary South African visual art.
2. promote financial sustainability for artists and the ArtbankSA through the leasing and sale of artwork.
3. nurture emerging South African artists by expanding the market for their work and providing skills development opportunities.
4. foster an appreciation for contemporary art by making art accessible to the broader public in their workplaces and shared spaces.

In addition to the PESP and MGE, the Department also contributes indirectly to employment by cultivating the following opportunities through other related projects.

In line with the directive of the President, for government Departments to combat the rising levels of unemployment among the youth, DSAC fully participates in the Public Service Internship Programme. It is one of the structured developmental programmes that form part of a strategy to address unemployment among the youth. It serves as a vehicle to fight unemployment and to assist the development of skills as well as attracting future public servants by providing work experience to unemployed youths and graduates. The Programme in DSAC runs for a prescribed period of 24 months. As such, enrolment cannot be done each financial year because of the resources required, including equipped workstations and budget for the payment of stipends. The number of interns appointed is set to translate to 5% of the number of funded posts. Graduate interns are enrolled in the programme through an open competition recruitment process for all available opportunities. The successful applicants are placed in different Chief Directorates in line with their respective qualifications. All interns are also assigned mentors who are trained to facilitate effective mentorship throughout the duration of the Programme.

Valid Invoices paid within 30 days: the Department adheres to the regulations ensuring that valid invoices are paid within 30 days. This is important to honour the departmental commitment and improve the viability of SMMEs.

Support of high-performance athletes to achieve success in international sport, and the development of talented athletes:

An athlete is at the core of the sport system and should be provided with opportunities to excel at various sports competitions. South African teams that are excelling at an international level contribute to a socially cohesive society and raise the profile of the country globally, thus contributing to building brand South Africa. Excelling athletes have opportunities to earn an income and make a living out of sport. This contributes to changes in their socio-economic status and invariably the economy of the country.

Athletes supported through the scientific support programme: the Athlete Support Programme seeks to provide dedicated support to talented athletes identified by national federations to reach their optimal performance. Special focus is on athletes from disadvantaged communities, thus promoting equality despite one's family background. The support provided is to a maximum value of R50 000 per athlete per year. This is a further opportunity to earn an income from sport.

Athletes supported through the ministerial sports bursary programme: Athletes supported through the Ministerial Bursary have been identified as talented by the different sport federations during the National School Sport Championships. The support is mainly provided to previously disadvantaged individuals, particularly women and athletes with disabilities, in Government's endeavour to achieve transformation in sport and to enable these athletes to eventually earn an income through sport.

Financial support to local and international market access platforms: The market access target is designed to provide support to practitioners in various cultural and creative sectors to gain access to both local and international markets to increase revenue for themselves and their enterprises. The target is informed by the need to improve the production and dissemination of local content as this is our cultural capital which helps to define our identity and our vantage point in the world, thus also contributing to social cohesion and nation-building. Income derived from these markets is what translates into the creation of jobs for those who supply products to these markets. Local interventions include projects such as the Annual Live Events and the South African Music Awards.

Films and documentaries: As the economy recovers, the Department will place greater emphasis on new areas of growth such as film and animation; and books and publishing hubs, where the creation of local content can be boosted.

For South Africa to be able to compete in a global creative economy, content creation and ownership become essential. The reconfiguration of the Community Arts Centres as sites to produce local content, and not only for training programmes, becomes important. Training must be linked to artistic production. In the forthcoming period, public art will continue to change the face of our country through beautifying public spaces, and the role of youth in this programme will be intensified. Market access and touring ventures will be more aligned to the need to make specific gains in certain areas and new talent is nurtured in the Emerging Creatives Programme. These initiatives align with the following opportunities the Department identified in the SWOT – “contribution to the South African economy; acknowledging excellence and opportunities to showcase talent; and providing support to the sector”.

Creative occupations in South Africa are showing continued transformation: including Black African, Coloured and those of Indian/Asian origin, 86.7% of people working in cultural occupations in South Africa are Black (compared to 83.6% in 2017). The profile of those in younger age groups is also more representative than older people in cultural occupations (SACO, 2022).

Visual Arts and Crafts, Books and Press, and Performance and Celebration are the most significant domains for South Africa's cultural goods trade. South Africa has a trade surplus in Cultural and Natural Heritage trade, and in Visual Arts and Crafts. Visual Arts and Crafts contributes a relatively small share to the creative economy in terms of the value of its production (15%). However, it accounts for 44% of cultural occupations. The promotion of cultural goods exports in this domain would not only increase the overall cultural goods surplus but could help to improve the value added of the sector and support jobs.



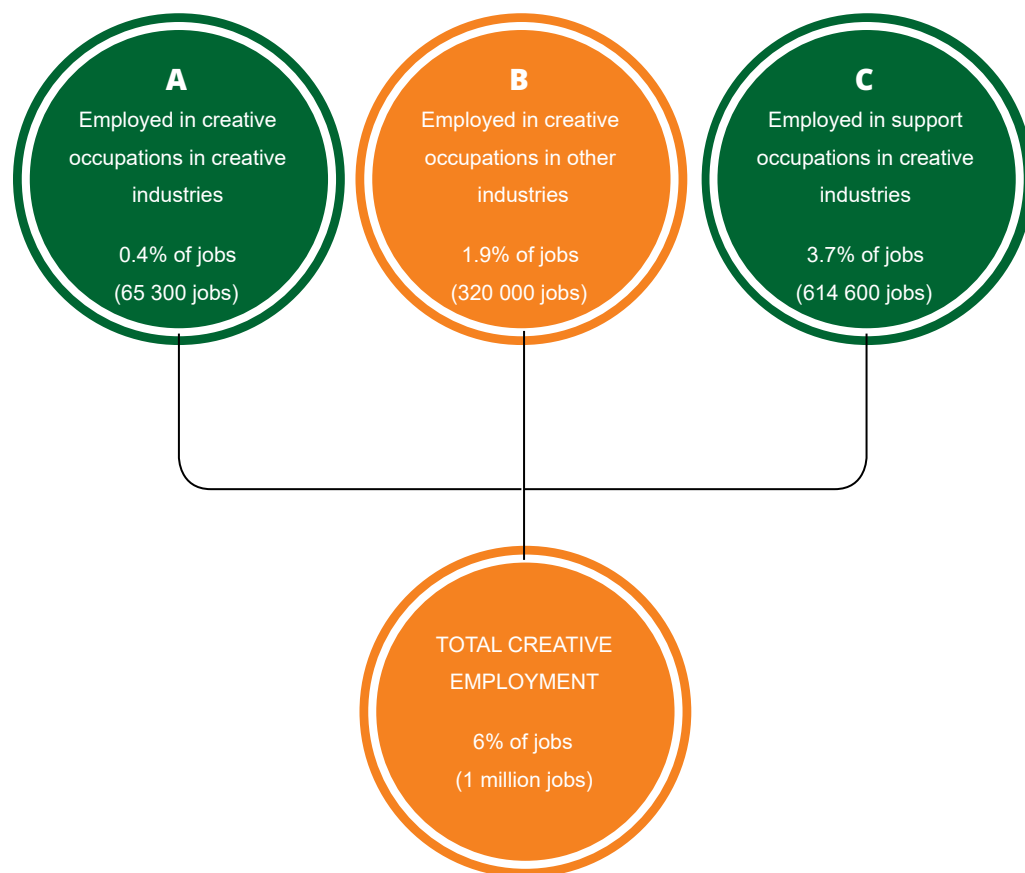


FIGURE 8: THE CULTURAL TRIDENT FOR SOUTH AFRICA (SACO, 2022).

The UNESCO (2009) Framework points out that people in cultural occupations may be found in cultural industries, but also in other industries. A useful model for demonstrating this effect is the “Cultural Trident” (Higgs and Cunningham, 2008) which distinguishes between A: Cultural occupations in the cultural industries (such as a director in a film company); B: Cultural occupations in non-cultural industries (such as a designer in a motorcar manufacturing firm); and C: Non-cultural occupations in cultural industries, also called support occupations (such as an accountant in a theatre company). See Figure 8.

This definition gives rise to three different ways of expressing employment in the cultural sector: The Creative Economy, which includes those employed in creative occupations inside and outside the creative sector, as well as those in noncultural jobs in creative sector firms (A + B + C); The Creative Industries, which is a subset of creative economy, focusing on cultural and non-cultural workers, but only those employed in CCIs (A + C); and Creative Occupations, which is a subset of the creative economy that focuses on cultural work both in, and outside of, cultural firms (A + B). As found in previous years, many cultural jobs in South Africa are based in the non-cultural industries (such as the example of the designer working in a car manufacturing industry) [1.9% in 2019; 320 000 jobs]. This is an interesting finding, as it suggests that many cultural and creative occupations occur in non-cultural industries, which means that cultural workers are often embedded in non-cultural firms, even if their job or occupation is classified as creative. Relatively few cultural jobs occur in cultural industries [0.4% in 2019; approximately 65 300 jobs]. It is noteworthy that this is the only part of the creative trident where the proportion of jobs, as well as the number of jobs, has declined since 2017.

Using the Cultural Trident method, the creative economy accounts for 6% of all employment in South Africa (an estimated 1 million jobs). The largest domain, in terms of cultural occupations in 2019, continues to be Visual Arts and Crafts (44.5%), followed by Intangible Cultural Heritage (22.5%), Design and Creative Services (13.4%) and Books and Press (12.4%). These results show that the creative economy in South Africa makes a significant contribution to employment (SACO, 2022).

There is also evidence that the creative economy continues to contribute significantly to South Africa's GDP, job creation and transformation agendas, and some parts of the sector have shown resilience, and the start of recovery (SACO, 2022).

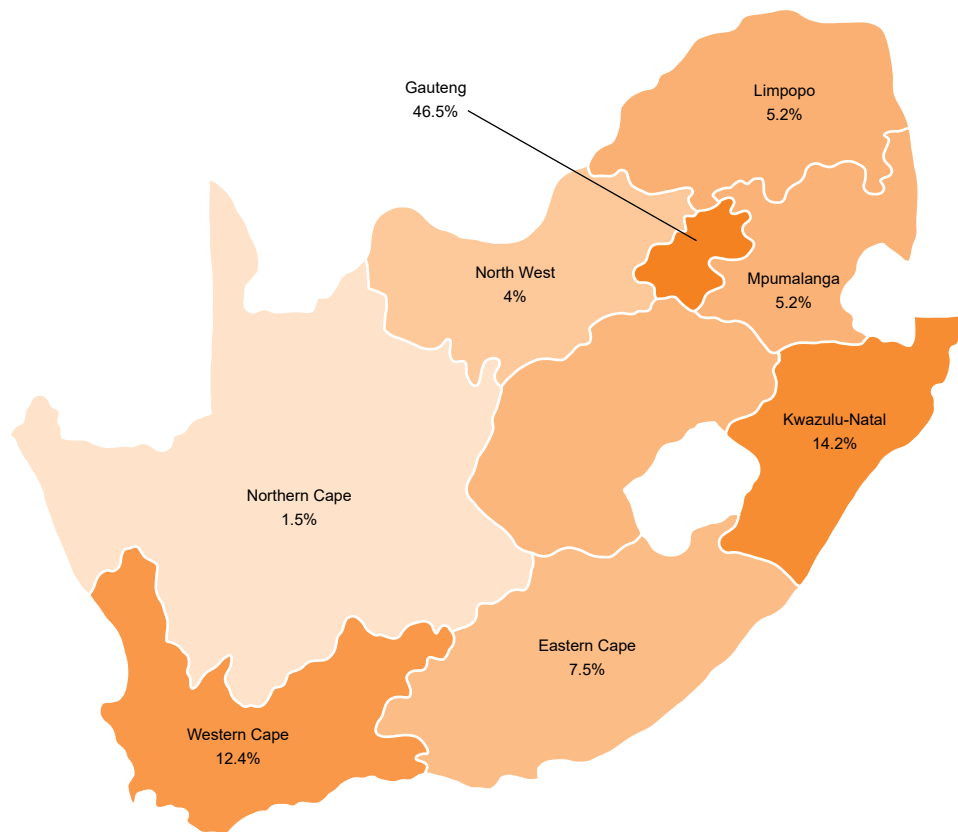


FIGURE 9: THE PERCENTAGE CONTRIBUTION OF EACH PROVINCE TO SOUTH AFRICA'S CREATIVE ECONOMY. (SACO, 2022).

Figure 9 illustrates that as found in other countries, one region (Gauteng Province) is clearly dominant in terms of creative economy activity in the country. It contributes 46.5% of the Gross Value Add (GVA) of the CCIs. The Western Cape (12.4%) and KwaZulu-Natal (14.2%) also have significant shares of South Africa's CCI economic activity. Two things are clear from this analysis: Firstly, that the CCIs in South Africa are most likely to cluster in provinces with the larger metropolitan areas; and secondly, that South Africa has a polycentric system, like the US (Kemeny et al., 2019), with more than one creative economy hub (SACO, 2022).

The Department has a Chief Directorate focusing on international relations that creates a conducive environment to access global opportunities; inter alia; cultural cooperation, exchange, and mobility; trade and investment; broadening the scope of cultural and creative industries; language education; establishing both commercial and third sector innovations and partnerships to generate income and accelerated networking through a combination of both traditional and digital platforms. Agreements are entered into that have the potential to boost the economy when implemented strategically. Furthermore, to build broad support for economic and political goals, DSAC is aligning the Touring Ventures Projects to existing international agreements using these to create platforms of influence for partnerships. Working with the DTIC Sector desks, the economic attaché offices, Department of Tourism and in particular the International Relations Offices in the African region business to business engagement platforms are facilitated such as art schools exchange programmes and other international exchange programmes, open stage digital platforms and business conferences as well as social media platforms.

It is clear from the data and trends presented above that the potential for the cultural and creative industries to contribute significantly to the economy of the country is being understood and acknowledged by Government and other stakeholders. While the cultural and creative industries have been identified as a critical driver in economic development, policy interventions and support programmes have not been effectively coordinated, sufficiently funded, and consistently implemented. To change this the Department has identified specific strategic interventions that require attention. See Figure 10. These are operationalized in the annual performance plan and the operational plans of DSAC.



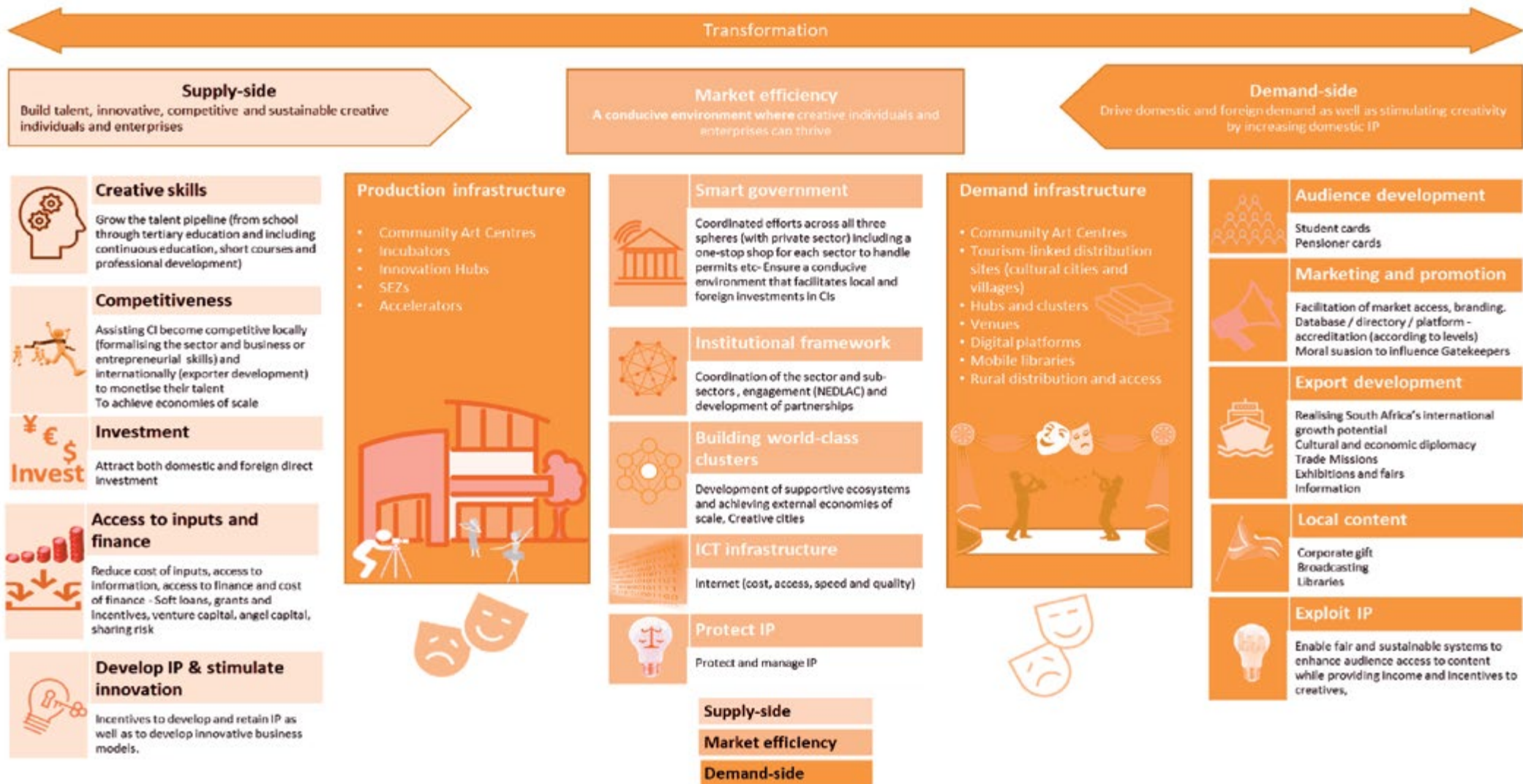


FIGURE 10: SOUTH AFRICA'S CREATIVE INDUSTRY STRATEGIC INTERVENTIONS (DSAC, 2022)



SOCIAL COHESION AND NATION BUILDING

Whilst the sector is recognised for its economic contribution it is also optimally positioned to impact positively on social cohesion and nation building. Core DSAC initiatives supporting this outcome are captured in Table II.

TABLE II: DSAC PROJECTS SUPPORTING A DIVERSE, SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY

Government Priority	SOCIAL COHESION AND SAFE COMMUNITIES		
DSAC Outcome	A DIVERSE, SOCIALLY COHESIVE SOCIETY WITH A COMMON NATIONAL IDENTITY		
Intervention	INCREASE AWARENESS OF CHARTER OF POSITIVE VALUES AND NATIONAL SYMBOLS	EQUALISING OPPORTUNITIES, INCLUSION AND REDRESS	INCREASE INTERACTION ACROSS SPACE, RACE AND CLASS (BY FACILITATING OPPORTUNITIES FOR PEOPLE TO SHARE SPACE AND EXPERIENCE)
Output	Moral Regeneration Movement projects. National symbols. Heraldry Services.	Target groups' programmes. Social compact. Initiatives against Gender-Based Violence. Living Human Treasures publications. Transformed and standardised geographical names	National days' celebrations. Participation in sport and recreation. Advocacy platforms on social cohesion. Community conversations. Provincial Community Arts Development Programmes. Youth-focused arts development programmes. Sport and recreation promotion campaigns and events. International Cultural Seasons. Africa Month. Arts and Social Development Programmes. Community and school SAC programmes.

The NDP envisages that by 2030 South Africa will have made significant progress towards achieving social cohesion, through the lens of reduced inequalities, greater integration of living spaces between citizen groups, enhanced intergroup interactions and greater employment. Many features of modern-day South African society depict a society which lacks equity and fairness in opportunities available to citizens. Unemployment is high, particularly among the black youth. Women in the country continue to suffer discrimination in both the education system and the labour market. Many rural households are trapped in poverty. The relative decline in agriculture and the consequent fall in agricultural employment have reduced earnings capacity in rural areas. Consequently, there is increasing interest in social cohesion and nation building in the country, which are seen as an urgent objective in post-apartheid South Africa.

These are often invoked to achieve a just and equal society, to quell xenophobic sentiment or violence and to encourage support for a united nation.

There is a need to drive the promotion of greater social cohesion by addressing the challenge of a divided society. A recommitment to mutual interest and a social contract is essential to achieving the goals of the NDP. There must be a sense of ownership and responsibility across sections of society. A clear hierarchy of interests and non-negotiables will underpin institutional transformation. The National Planning Commission (NPC) recommends a reconsideration of the leadership and institutional arrangements of the function of driving forward social cohesion. As a cross-cutting issue it must be clear whether the DSAC is empowered to convene other government departments to coordinate the various necessary interventions. If not, the NPC proposes that the Presidency directs an Inter-Ministerial Committee that can ensure greater inter-departmental work and coordination toward social cohesion.



In many instances, discussions on social cohesion and nation building are fragmented and lack coordination with other spaces addressing development policies and poverty alleviation, among others. There is also a lack of coordination between social dialogue processes at different levels, i.e., national, provincial, and local, plus sectoral considerations. Experience shows that when dialogue spaces are interconnected and coordinated, they are much more effective in contributing to equitable and sustainable development. Social dialogue provides a method for promoting social justice and a means to achieve social and economic progress. It also embodies the basic democratic principle that people affected by the decisions should have a voice in the decision-making process.

Transparent and accountable governance is key to the creation of trust and the building of more cohesive societies, and it can help reduce poverty by improving service delivery. Social dialogue has specific features and tools that have proved useful in advancing key goals of the 2030 Agenda, most notably, but not exclusively, in the areas of poverty reduction, equality, health, education, sound institutions and social cohesion. Social dialogue is crucial to ensuring that the groups involved take ownership of the issue and that the decision-making process is transparent. This is the only way to build the social consensus required for the implementation of social cohesion and nation building policies and measures. Social integration must focus on increasing the cultural, political, and socioeconomic coherence of the SA society. The process of integration must be characterised by the development of knowledge, skills and values contributing to the development of society through practical cooperation and mutual openness. As a result, differences relating to the linguistic and cultural background and ethnicity/race of the members of society in participating in society decreases. Integration enables the development of a joint shared national identity, increases the feeling of affiliation towards the state and other members of society, supporting the growth potential of the economy and the stability of the state (A review of the NDP–NPC, 2020).

The Department together with its various partners and stakeholders are reviewing the Social Cohesion Strategy as a way of refocusing efforts and improving the response to what the NDP calls for. Sport has long been considered a valuable tool for fostering communication and building bridges between communities and generations. Through sport, various social groups can play a more central role towards social transformation and development, particularly in divided societies. Within this context, sport is used as a tool for creating learning opportunities and accessing often marginal or at-risk populations.

The publication **Measuring Social Cohesion in South Africa: Results from the Inclusive Society's 2021 GovDem survey** (Swanepoel, 2022) provided the following definitions of social cohesion:



“At [the] heart [of social cohesion] is the notion that relationships among members and groups in society are sufficiently good and that all feel a sense of belonging, that they perceive the whole society as greater than the parts, and when differences develop, they can be dealt with peacefully” (Langer et al., 2017).

In socially cohesive societies there is generally an “absence of latent social conflict”, for example conflict based on wealth, ethnicity, race, and gender; and “presence of strong social bonds”, for example civic society, responsive democracy, and impartial law enforcement (SFRI, N.d.).

Social cohesion involves building shared values and communities of interpretation, reducing disparities in wealth and income, and generally enabling people to have a sense that they are engaged in a common enterprise, facing shared challenges, and that they are members of the same community (Maxwell in SFRI, N.d.).

The Organisation for Economic Co-operation and Development (OECD) defines a cohesive society as one that works towards the well-being of all in society, “fights [all forms] of exclusion and marginalisation, creates a sense of belonging, promotes trust, and offers its people the opportunity of upward mobility” (SFRI, N.d.).

Thus, social cohesion drives long-term prosperity and competitiveness because cohesive societies are politically stable and focus on economic growth. It allows everybody in society to share equitably in its' prosperity (Bris, 2014).”

In the Department's National Strategy for Developing an Inclusive and a Cohesive South African Society (DAC, 2012) social cohesion is defined as **“the degree of social integration and inclusion in communities and society at large and the extent to which mutual solidarity finds expression of itself among individuals and communities”**.

It is clear across all the definitions that programmes implemented to improve social cohesion would need to address inclusion and a common sense of belonging. DSAC's programmatic response has included the I am the Flag campaign, celebrating National Days; advocacy platforms on social cohesion; community conversations and encouraging opportunities where people can participate in sport and recreation and thereby develop a common sense of belonging amongst others.

The Swanepoel (2022) report noted that there are three dimensions to social cohesion, namely inequality, trust, and identity:

- **Inequality** - that is the extent of perceived inequalities within and across groups, which can manifest itself in various forms, such as economic, social, political, or cultural disparities. Social cohesion is threatened when there are high levels of inequalities within a society because it erodes the relationships within that society, which, in turn, may cause conflict. With a Gini coefficient of .63 according to the World Bank, **South Africa is the most unequal country in the world** (Warah, 2021).
- **Trust in others** - societal trust is the “glue” that holds societies together. When trust is missing between members of society, it weakens the ability of individuals and groups to cooperate peacefully and to collaborate to achieve inclusive economic growth. Mistrust towards state institutions may, for example, fuel violent protests, and similarly, mistrust between individuals and/or groups may cause aggressive behaviour towards each other. A 2019 South African Reserve Bank report suggests “South Africans have relatively **low levels of trust in the state**” (Moosa, N.d.).
- **Identity** - this relates to whether people have a stronger adherence to their national identity vis-a-vis their group or ethnic identity. This is particularly applicable in multi-ethnic communities, more so in countries with a colonial history, such as South Africa. (Langer et al., 2017). The **dominance of a racial identity** has prevented the forging of a truly common identity (Allie, 2021).

Swanepoel (2022) noted that trusting one's fellow compatriots is crucial for the establishment of social cohesion in a country. **Social cohesion is also hugely important for economic development.** Sadly, there are worrying trust-deficit trends within South African society. But for high levels of trust within families, disquieting trends endure across all other dimensions. Whilst people have reasonable trust in their neighbours, and whilst they grow to trust people who they have gotten to know, they highly distrust people they do not know. There are also **disturbingly high levels of distrust amongst people** from different religions and races, also with high levels of in-group distrust in the latter.

There is still substantial social conflict, in terms of wealth, ethnicity, race, and gender. For example, in the recent rioting and looting in KwaZulu-Natal, racial tension between the Indian and black communities in Phoenix raised its ugly head. There are also regular xenophobic incidents, such as the murder of more than 200 foreign truck drivers in recent years (Ryan, 2021); and there has been a significant rise in gender-based violence (Bosch, 2021).

In terms of the determinants for social cohesion, South African society is negatively driven by all the determinants required for social cohesion:

- **Racial diversity:** The racial segregation caused by apartheid is well-documented.
- **Economic inequality:** As previously mentioned, the World Bank has found South Africa to be the most unequal in terms of income inequality.
- **Education:** The school drop-out rate is between 37 and 42 percent (Business Tech, 2020).
- **Historical events:** Once again, the history of apartheid and colonialism and its devastating impact on South African society, is well-documented.
- **GDP:** The South African economy has been stagnating for a prolonged period, and fails to deliver jobs (RSA, N.d.).
- **Subjective well-being:** There is a stark contrast in the subjective well-being of the minority communities, especially the white and Indian communities, versus the black majority (Neff, 2005).
- **Health:** The disparity in health cover between the various race groups has already been alluded to.

DPME publishes **South Africa's Development Indicators** on an annual basis. These indicators are approved by Cabinet as quantitative markers that track the progress being made towards achieving key policy goals. The data is sourced from government administrative systems, international databases, research institutions, and official statistics. In terms of social cohesion and social capital DPME track amongst others race relations and pride in being South African. The latest data available (from 2021) clearly indicates that more needs to be done if the desired targets are to be reached. This is illustrated in Figures 11 and 12 below.



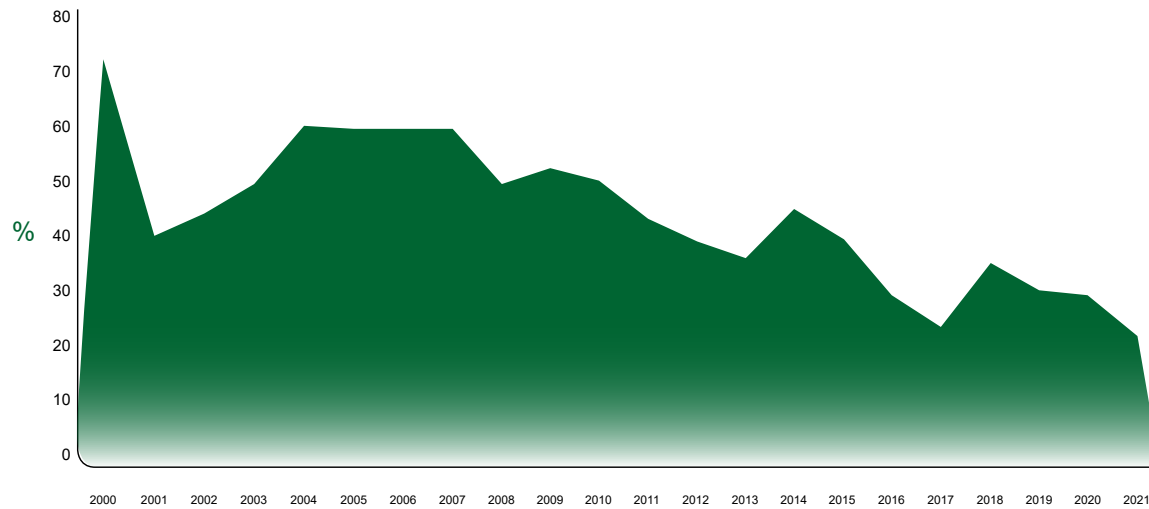


FIGURE 11: PERCENTAGE OF THOSE SURVEYED WHO WERE OF THE OPINION THAT RACE RELATIONS ARE IMPROVING (GOVERNMENT COMMUNICATION AND INFORMATION SYSTEM (GCIS) based on Ipsos data).

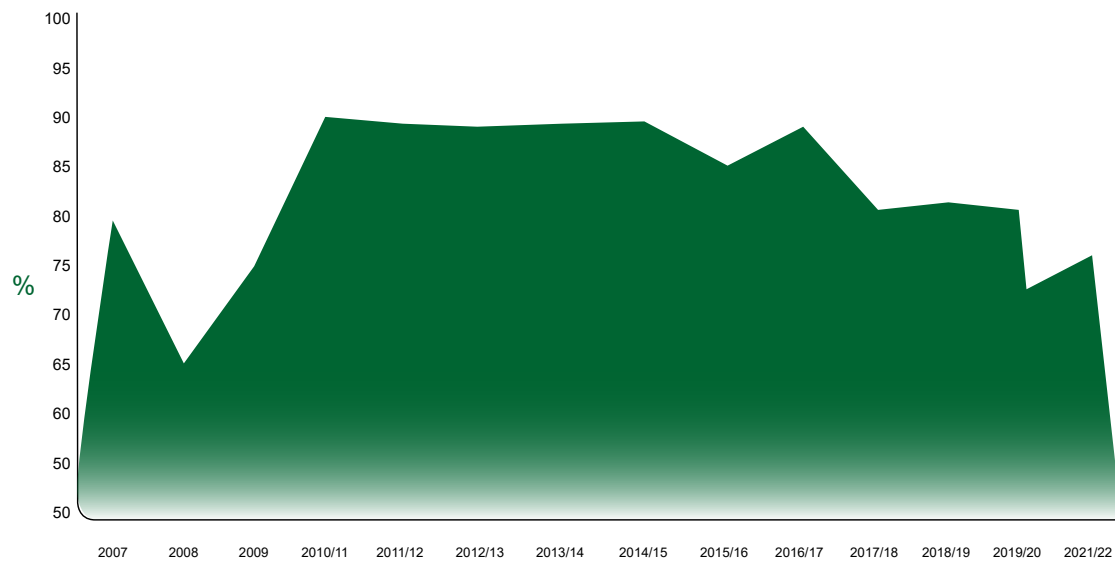


FIGURE 12: PERCENTAGE OF THOSE SURVEYED WHO TAKE PRIDE TO BE SOUTH AFRICAN (GOVERNMENT COMMUNICATIONS' NATIONAL TRACKER SURVEY)



In terms of the obstacles to social cohesion, all the defined obstacles to social cohesion remain in present-day South Africa (Swanepoel, 2022):

- Lack of community: A relatively recent study into community participation in Khayelitsha, found a lack of community participation due to impediments such as poverty among the community residents, and ineffective police response to crimes (Manaliyo, 2016).
- Young people: Youth unemployment currently stands at 66,50 percent (Trading Economics, N.d.).
- Lack of safety: Crime in South Africa remains at very high levels, with crime statistics showing that South Africa remains a “very violent country” (Gifford, 2021).
- High levels of transience: Informal settlements have increased from around 300 in 2002 to 3200 in 2020 (Mbanga, 2020) and there are around four million migrant workers in South Africa (Stats SA, 2021).
- Racism: For example, more than a quarter of a century into the new South Africa and the country has still not been able to shed race-based politics (Cilliers, 2021).
- Language barriers: Since the post-apartheid desegregation of schools, for example, language continues to create learning challenges in the classroom. Many scholars now struggle with language as a learning barrier in the classroom (Friedman, 2019).
- Lack of activities and information about activities: The South African president has himself lamented that poor communication between government and communities prevails. Using local government as an example, he said that the refraining complaint from citizens was their inability to contact their councillors (Ramaphosa, 2021).
- Under-utilisation of community space: Shackleton and Gwedla (2021), attached to the Department of Environmental Science at Rhodes University, in their analysis of public green spaces in South Africa, found marked inequalities in its' distribution and quality between neighbourhoods designated for different race groups during the colonial and apartheid periods, and that it “continues to be reproduced by the post colonial (and post-apartheid) state”.
- Empowerment and community capacity: One point to illustrate this is youth empowerment, which “has long been identified as a catalytic tool for tackling youth unemployment and other youth challenges”. But many factors hinder the expansion of such empowerment (DBSA, 2022).

The current South African society and its economy is rather fragile. It requires a national effort to unite the nation and rebuild the shattered economy. The part that social cohesion is to play in this must not be underestimated. Leaders of society should refrain from divisive narratives and other actions that undermine trust. Its replacement with language and deeds that create unity and confidence, will help (Swanepoel, 2022).

Social cohesion requires a high sense of community. It is when a community is socially invested in each other that they will come to the defence of its people, its institutions, and infrastructure in times of need, threat, or tragedy. Furthermore, economists find a positive relationship between social cohesion and economic growth, on the basis that social cohesion improves formal and/or social institutions, which causally drives economic growth (German Development Institute, 2019).

There is a high sense of community prevailing in South African society. This positive finding provides a solid foundation on which to build social cohesion in individual communities and the country - 75% of South Africans agreed that it is important to get involved in the community where one lives. This sentiment was shared across all demographics, that is gender, age, education, income, political party support, and race.

In Table III below, Swanepoel (2022) evaluated social cohesion mainly from the perspective of the characteristics of social cohesion as identified in the literature review. Where the evidence points to conditions that are conducive to promoting social cohesion, it has been recorded as a positive (+). And where the evidence points to conditions that are not conducive to promoting social cohesion, it has been recorded as a negative (-). The interpretation may be somewhat subjective in nature but is adequately corroborated within the detailed findings of the report. None of the elements or determinants required for social cohesion are being adequately met, and only one of the eight obstacles to social cohesion is being met (albeit that the detailed findings suggest room for improvement).



TABLE III: ASSESSMENT OF CONDITIONS THAT PROMOTE SOCIAL COHESION (SWANEPOEL, 2022)

SOCIAL COHESION	CRITERIA	FINDING FROM LITERATURE REVIEW OR SURVEY	+ / -
Elements	Inequality	E.g., @ 63 South Africa has highest Gini co-efficient in the world	-
	Trust	E.g., overall low levels of trust, whether based on race, religion, nationality, political affiliation	-
	Identity	E.g., high percentage of South Africans don't believe one nation can be formed	-
Determinants	Acceptance of racial diversity	E.g., low level of inter-racial trust	-
	Economic inequality	E.g., @ .63 South Africa has highest Gini co-efficient in the world	-
	Education	E.g., the school drop-out rate is between 37 and 42 percent	-
	Historical events	E.g., the legacy of apartheid not yet overcome	-
	GDP	E.g., the economy has been stagnating for a prolonged period	-
	Subjective well-being	E.g., the stark contrasts between minority vs majority communities; deep inter-community outcome differentiation	-
	Health	E.g., only 16% of the population have medical aid, 72% white, 17% Coloured and 10% black	-
Obstacles	Sense of community	E.g., the majority of South Africans give money to charitable causes or active in community work	+
	Young people	E.g., youth unemployment stands at 66,5 percent	-
	Lack of safety	E.g., the very high levels of crime with statistics highlighting the violent nature thereof	-
	High levels of transience	E.g., informal settlements have increased from 300 to 3200 in 20 years; and 4 million migrant workers	-
	Racism	E.g., politics is still very much race based; low level of trust amongst races	-
	Language barriers	E.g., language continues to create learning challenges in the classroom	-
	Lack of activities	E.g., society continues to lament lack of government information regarding policies/ programmes	-
	Community empowerment	E.g., community leaders do not understand their roles; lack of community empowerment and capacity-building activities, especially for the youth	-

The empirical evidence provided through the 2021 GovDem survey (Swanepoel, 2022) should provide little comfort to those tasked with promoting reconciliation and nation building in South Africa, be they public policymakers or civil society. The bedrock on which to grow a successful economy, and to build a just and secure society, is social cohesion. In many respects, this is, in large measure, lacking within South African society.

It is hoped that the Swanepoel (2022) report will motivate the country's policymakers to prioritise programmes aimed at improving social cohesion in South Africa. It requires a concerted, ongoing, focussed, and sustainable effort, equal to those efforts deployed, for example, to grow the economy or to improve the country's safety and security, all of which will come to nought in the absence of social cohesion.

To focus heightened attention and energy on the nation's quest to overcome its deeply divided past, it will be important for the authorities to continuously evaluate the state of play. To this end they will need a **reliable measuring instrument**.

After all, the economy, social services, and most other deliverables, are measured and dissected on an ongoing basis. And so too should the foundation on which it is all built - social cohesion.

The Inclusive Society Institute is committed to develop such a Social Cohesion Index which will assist public policymakers in their task to assess, monitor, and progress social cohesion more effectively. In tracking such cohesion, they would gain the capacity to, on an annual basis, determine the level to which social cohesion has either progressed or regressed; and to establish the degree to which the elements and determinants needed to underpin such cohesion, require attention (Swanepoel, 2022).

Social cohesion and nation building remains one of the apex priorities of the sixth administration and in line with the Cabinet's mandate given to this Department as a champion of the government's Programme of Action (PoA) on social cohesion.

DSAC remains committed to improve social cohesion and to this end several projects will be supported during 2023/24. These include:

The national flag as one of the primary symbols that are enshrined in our Constitution. Its' essence and symbolism are that of showing the journey of South Africa from divergence to convergence. However, there seems to be a lack of appreciation or knowledge of national symbols in some quarters of the country.

Flags provided to schools and government buildings: The purpose of this endeavour is to promote South African national symbols, especially the national flag and the anthem. This project aims to keep the flag visible constantly and consistently in our communities to not only promote the national flag itself but also the democratic and egalitarian values it epitomises. Its' display talks to the expression of our common identity as the people of South Africa, thus cultivating the patriotic spirit and advancing nationhood and social cohesion. DSAC is working on a job creation project where the youth will be engaged to undertake an audit of flags in government buildings, to be in a better position to work with the Department of Public Works in rolling out the replenishment and installation of flags in government buildings.

Workshops to advance knowledge on national symbols are also conducted to heighten knowledge of national symbols and enable citizens to realise their common identity and interest, thereby advancing nation building and social cohesion.

DSAC undertook a feasibility study and planned the development of the **Monumental Flag** but because of a public outcry the project is not proceeding. All operational activities towards the development of the Monumental Flag Project have ceased following the Presidential pronouncement and it has been removed from the 2019-2024 MTSF.

Books documenting Living Human Treasures published: South Africa's indigenous knowledge has for centuries been ignored in favour of European and Asian knowledge systems. The books are a means to document South Africa's vast and diverse indigenous knowledge that is held by indigenous knowledge holders and the writing of the books will assist South Africa to preserve this valuable knowledge and ensure that it is passed to future generations beyond the lifespans of indigenous knowledge holders. The newly established Indigenous Knowledge Advisory Panel will advise the Minister on the indigenous knowledge holders whose work should be documented.

National Khoi and San Heritage Route: The former Minister of Sport, Arts and Culture, Minister Nathi Mthethwa, appointed a steering committee for the National Khoi and San Heritage Route on 08 June 2021.

The steering committee is meant to guide the development and implementation of the National Khoi and San Heritage Route, which is a nation-wide route of heritage sites to preserve, highlight, conserve, and promote the heritage and history of the Nama, Khoikhoi, Griekwa, Khoranna, Khomani, !Xun, !Kwe, and /Xam.

Social Cohesion Dialogues: In making social cohesion a societal undertaking it is important that there is 'One Message, Many Voices,' and multiple platforms. In that regard, the Department will continue giving support, whether technical or financial, to advocacy platforms for social cohesion as created by Social Cohesion Advocates. Social Cohesion Advocates are an independent brigade appointed by the Minister to foster cohesion at the basic level of the community. These are volunteers who utilize their passion, experience, and expertise to "evangelise" about social cohesion on behalf of government. In 2021/22 for example, forty-seven (47) social cohesion dialogues led by the Social Cohesion Advocates were undertaken in response to the unrest and racial tension in KwaZulu- Natal, the prevalence of bullying in schools, unrelenting GBVF cases, and the intensification of Operation Dudula.

In the 2022 State of the Nation Address (SONA), President Ramaphosa spoke of his intention to forge a comprehensive social compact that would join all social partners in a common programme to rebuild our economy and enable higher growth. South Africa was not able to conclude a social compact in the timeframe envisaged because several new circumstances emerged that made it difficult for social partners to forge a consensus. These include high levels of unemployment, compounded by poor economic growth; the Covid pandemic; the July 2021 unrests and other disasters such as floods. Nevertheless, President Ramaphosa in the 2023 SONA reported that social partners have expressed their intention to consider a social compact. He further indicated that government remains committed to forging a new consensus among all sectors of society, and practical collaboration in specific areas has been undertaken.

The Social Cohesion and Nation Building Compact - even though numerous consultations have taken place including a Sector Consultation (January-December 2019); the Social Compact Convention (February 2020); a social compact consultation workshop (February 2021); and the 2022 Presidential social sector summit of 4-5 August 2022, the compact has not yet been signed.

All sectors have been mobilised and the aforesaid, are some of the consultation efforts made, with the intention that the outcome would be the signing of the compact by all relevant parties. With engagements of relevant parties at the National Economic Development and Labour Council (NEDLAC) not having borne fruits, clear direction must be provided to the Department as to the future need for a social cohesion and nation building compact, and whether it would not assist the process, for a more central and authoritative coordinating structure/organisation rather than the DSAC, to be leading the processes towards signing this compact or incorporating it into other compacts.



At this stage, without the signing of the compact by relevant parties, or provision of direction for the future as highlighted above, the project remains stuck (despite DSAC having led the development of a draft). The Department will provide the necessary feedback to the Social Protection and Community Development Cluster in this regard.

Linked to the signing of the compact, is “the number of monitoring reports on the implementation of a Social Compact for social cohesion and nation building.” Without the signing of the compact, the monitoring reports cannot be compiled and as such the indicator was removed from the current MTSF.

The transformation agenda of the post-1994 government is designed to restore indigenous nomenclature, languages, and heritage. To this effect, the Department continues to **transform the heritage and naming landscape** through changing and **standardising names of geographical features**.

GENDER-BASED VIOLENCE AND FEMICIDE

South Africa continues to be immersed in a crisis of **gender-based violence and femicide** (GBVF). With the recent surfacing of Covid-19 and related lockdowns, we saw an increase of GBVF cases on individuals, families, and communities. The Department has considered various initiatives to contribute to the fight against the GBVF scourge.

Annually, the Department implements 20 advocacy platforms on social cohesion, through the Social Cohesion Advocates. The Social Cohesion Advocates (SCA) programme has a work stream solely dedicated on “Women Empowerment and Gender Equality” which prioritises matters of GBVF. Equally, platforms for community conversations and dialogues are created with specific focus on issues of national importance, including GBVF.

GBVF programmes in sport are driven through and in partnership with stakeholders such as loveLife and the Sport for Social Change Network. To this effect, the Department uses its' events such as the National School Sport Championships; Move for Health; Nelson Mandela Sport and Culture Day; Indigenous Games Festival; Ministerial Outreach Programme; Big Walk; National Recreation Day; Andrew Mlangeni Golf Development; and the National Youth Camp, as platforms to raise awareness on GBVF and related social ills. As part of initiatives against GBVF, prominent sport persons are used as advocates for anti GBVF messaging. Further the Department will work with stakeholders to finalise a policy on **Safeguarding in Sport** to ensure the safe participation of learners in particularly school sport activities.

The Department plans to strengthen the capacity development component in dialogues so that communities are left with the tools to sustain the dialogues beyond the initial intervention by the Department. The Department has combined the fight against GBVF with a wellness intervention programme in a three-pronged strategy as follows:

Baqhawafazi: This is a programme that promotes a victim-centred approach. It also provides a safe and secure platform for all victims and survivors of GBVF to share their stories. Through Baqhawafazi, the “Silence hides violence” campaign is rolled out throughout the country by means of billboards, street pole advertising and live radio reads on national radio stations. The focus of Baqhawafazi is the creation of digital content that raises awareness on the scourge of GBVF. However, the campaign also uses events in its efforts to amplify the message of putting an end to GBVF. The Survivors Guild is a platform for survivors to discuss the causes, manifestations, and consequences of GBVF as well as how society as a whole can influence and change problematic belief systems. The “Walk fit for purpose” event is structured to raise awareness of GBVF.

Golekane: The emphasis of this programme is on the socialisation of a boy child. Dialogues are characterised by fireside conversations between fathers and sons aimed at grooming boys to be better men in life. The Golekane campaign works in collaboration with Baqhawafazi and Silapha and makes use of their platforms to host behavioural change dialogue sessions. In all provincial outreaches hosted by the Silapha programme, Golekane ambassadors are deployed to take part and initiate change dialogues with the participants in attendance. The Golekane campaign also partners with various events hosted by other directorates within the Department, such as the Indigenous Games Festival and the Lusikisiki anti-GBVF intervention.

Annually the Golekane campaign hosts the Men and Women in Conversation event which is a multi-stakeholder and multi-sectoral GBVF forum, comprising public and private sector companies, NGOs, and experts, to promote dialogue between the public and private sector on GBVF for a cohesive and united fight against GBVF.

Silapha: This wellness intervention addresses the wellbeing of athletes and artists, be it mental health, legal matters, or financial management, amongst others. Since its launch in February 2021, 1 185 artists and athletes have been assisted. The programme has a call centre that is available for practitioners who need counselling on identified areas of assistance. Practitioners can call toll free on 060 709 7839 for assistance. The programme also rolls out provincial outreaches to sensitise the sectors about the programme and the help that is being offered. Furthermore, it has ambassadors who promote the work done through their social media platforms. Silapha, together with Golekane and Baqhawafazi, host health walks to intensify the call for practitioners to take advantage of the programmes provided by the Department to assist them.

Launched in 2008, the United Nations Secretary-General's UNiTE by 2030 to End Violence against Women campaign (UNiTE campaign) is a multi-year effort aimed at preventing and eliminating violence against women and girls around the world. UNiTE calls on governments, civil society, women's organizations, young people, the private sector, the media, and the entire UN system to join forces in addressing the global pandemic of violence against women and girls. The campaign builds on existing international legal and policy frameworks and works to synergize the efforts of all UN offices and agencies working to end violence against women.

The UNiTE campaign has proclaimed the 25th of each month as “**Orange Day**”, a day to raise awareness and take action to end violence against women and girls. As a bright and optimistic colour, orange represents a future free from violence against women and girls. Orange Day calls upon activists, governments, and UN partners to mobilize people and highlight issues relevant to preventing and ending violence against women and girls, not only once a year, on 25 November (the International Day for the Elimination of Violence against Women), but every month. The Orange Day campaign was launched by Deputy Minister Mafu on 25 November 2021. It calls for the need to develop early warning systems for GBV and xenophobia.

Focus is on strengthening programmes on engaging boys and men in the promotion of women's empowerment and gender equality to prevent gender-based violence. Activations and engagement with men and women and all members of society are done in places of transport, bus ranks, taxi ranks, churches, parks, shisanyamas, etc. Gender sensitization, GBV dialogues, seminars, workshops, conferences, and campaigns are undertaken throughout the year. A yearlong Activity Plan Matrix on GBV is developed in line with the monthly thematic areas.

The Department is planning to conduct Provincial Community Izindaba in nine provinces, on discouraging harmful cultural practices, amongst other issues. These Izindaba will be held in partnership with the Department of Traditional Affairs and the National House of Traditional Leaders, at a combined estimated budget of R9 million.

In our endeavour to develop content and programmes that advocate against GBVF for newly completed legacy projects, the Department will be developing programmes and exhibitions at the Sarah Baartman Centre of Remembrance to promote the protection of the vulnerable and advocate against GBVF. R6 million is budgeted for this initiative.

Through the National Language Services, the Department is considering partnering with the Commission on Gender Equality (CGE) or a like-minded institution or organisation to translate documents to be utilized for GBVF awareness campaigns into other languages. This will help in broadening the reach of messages against GBVF and related social ills.

Programmes on GBV and other areas of intolerance need to be institutionalised so that our focus on the issue is not a by-the-way occurrence. To this effect, there needs to be visible capacity that serves as a link between the sector, relevant Departments and agencies dealing with issues of GBVF. Implementation of the integrated GBVF framework will continue into the 2023/24 financial year. Refer to Figures 13 to 16.



The sector ought to contribute meaningfully to promoting social cohesion and reinvigorating positive values in our country in more creative ways. The social cohesion advocates are unparalleled at implementing projects that promote social cohesion at grassroots level – the work however can be better publicised.

The moral regeneration project is critical in terms of assisting the country to popularise the Charter of Positive Values which features prominently in the Programme of Action for Priority 6. A Memorandum of Agreement (MoA) between the MRM and the DSAC was concluded in August 2021 over three financial years, namely 2021/2022, 2022/2023 and 2023/2024. This partnership was a consequence of the role

played by MRM in society and meeting government targets as documented in the Constitution of South Africa; the 2012 National Social Cohesion Summit report and Chapter 15 of the National Development Plan. The terms of the partnership, among others, include MRM implementing projects aligned to the national project of social cohesion and nation-building. In building South Africa into the type of society envisioned in the NDP, the case for moral regeneration was made and accepted as it was in sync with the spirit and the letter of the Constitution, especially its' values. The Department must continue leading the work of government and related agencies on social cohesion and nation building.



CONTRIBUTION TOWARDS ANTI-GBVF INITIATIVES ADMIN

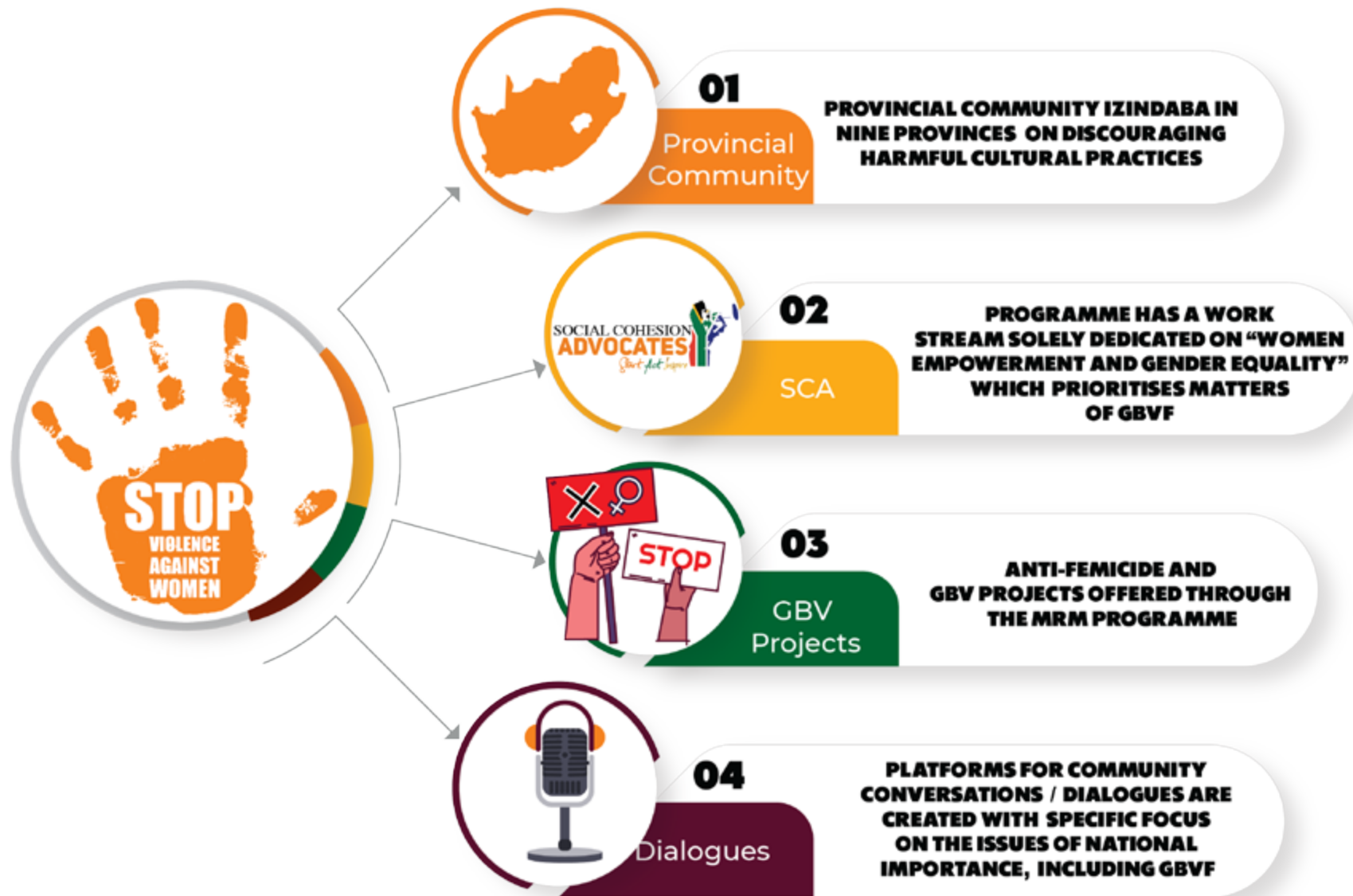


FIGURE13: ADMINISTRATION CONTRIBUTIONS TOWARDS ANTI-GBVF INITIATIVES



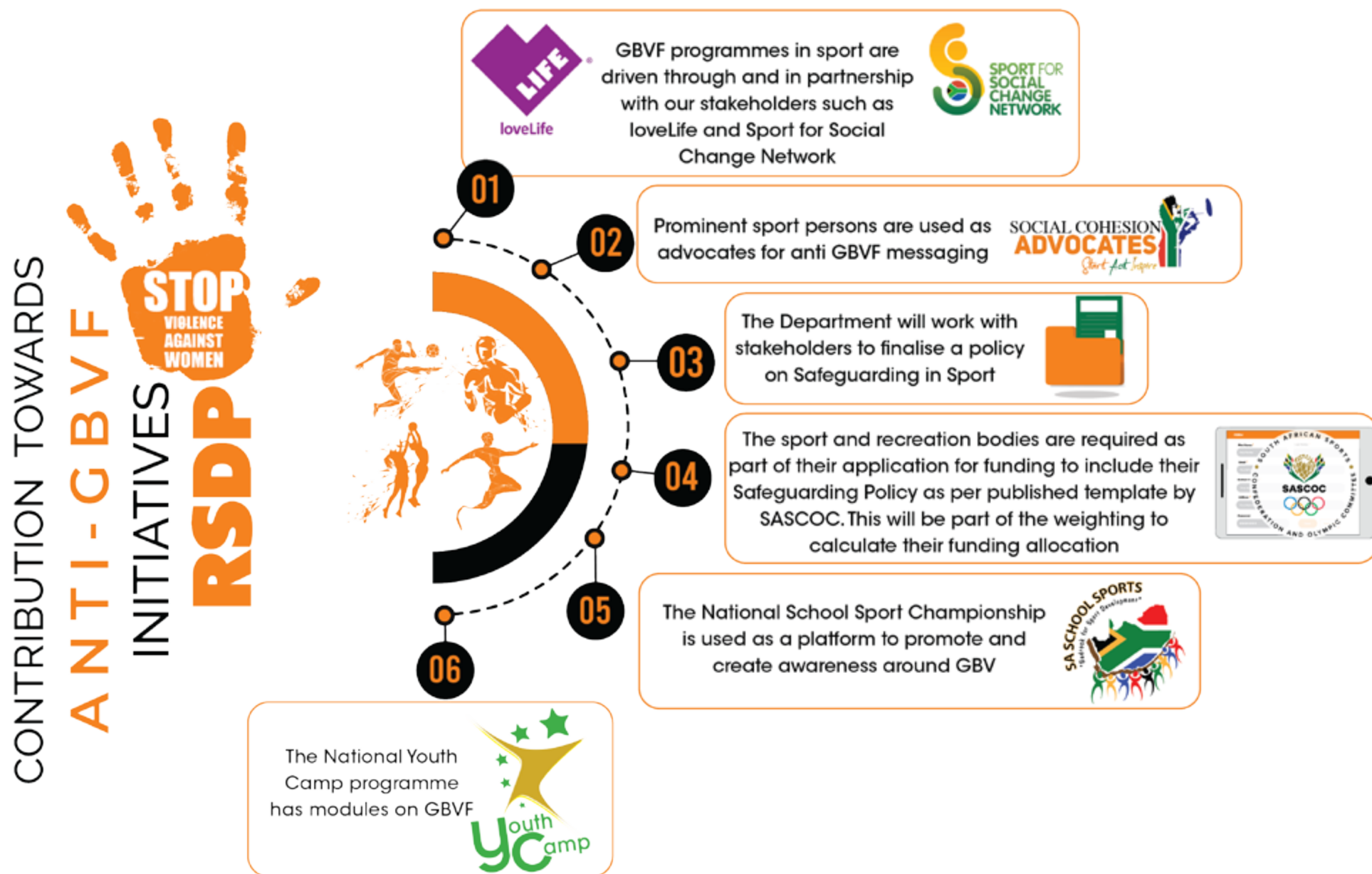


FIGURE 14: RSDP CONTRIBUTIONS TOWARDS ANTI-GBVF INITIATIVES



CONTRIBUTION TOWARDS ANTI-GBVF INITIATIVES ACPD



01

The Silapha Wellness programme is dedicated to providing psychosocial support for **ATHLETES** and **CREATIVES**



02

The Golekane programme addresses societal ills and offers a platform for men to be part of the solution



03



Baqhawafazi is a campaign that seeks to raise awareness against gender- based violence, intimate partner violence and femicide in South Africa. It is a multi-sectoral movement that seeks to influence and change problematic belief systems and behaviors that perpetuate the scourge of gender-based violence.

The campaign focuses on telling the untold stories of GBVF victims through raw footage from survivors of GBVF.

04

FIGURE 15: ACPD CONTRIBUTIONS TOWARDS ANTI-GBVF INITIATIVES



CONTRIBUTION TOWARDS
ANTI-GBVF
 INITIATIVES
HPP

STOP
 VIOLENCE
 AGAINST
 WOMEN

01

Develop content and programmes that advocate against **GBVF** for newly completed legacy projects

02

Exhibitions at the **Sarah Baartman Centre** of Remembrance will include promoting the protection of the vulnerable and advocate against **GBVF**



FIGURE 16 HPP CONTRIBUTIONS TOWARDS ANTI-GBVF INITIATIVES



TRANSFORMATION AND CAPACITY BUILDING

DSAC initiatives supporting transformation and capacity building are captured in Table V.

TABLE V: DSAC CONTRIBUTION TOWARDS A TRANSFORMED, CAPABLE AND PROFESSIONAL SPORT, ARTS AND CULTURE SECTOR

Government Priority	EDUCATION, SKILLS, AND HEALTH			
DSAC Outcome	TRANSFORMED, CAPABLE AND PROFESSIONAL SPORT, ARTS AND CULTURE SECTOR			
Intervention	INCREASE AWARENESS OF SAC OFFERINGS AND OPPORTUNITIES	CAPACITY BUILDING IN SAC SECTOR	SAC PRACTITIONERS ACHIEVE SUCCESS AT INTERNATIONAL EVENTS	CAPACITATE, ORGANISE AND PROFESSIONALISE THE SAC SECTOR
Output	SAC promotional campaigns	Artists placed in schools. Bursaries Capacity building projects Practitioners supported through the SAC academies, COEs and incubators. Induction of newly appointed public entity council members	High performance athletes supported. Talented athletes developed. Scientific support services Government support to anti-doping agencies Recognising achievements in SAC.	Transformation in sport and recreation Provision of sports equipment and attire National federations supported. Sector support Presidential Employment Stimulus Programme (PESP)

Bold outputs are prioritised in the 2023/24 APP

The main objective of transformation in the sport sector is to ensure equitable access to sport participation opportunities to all South Africans, recognizing the constitutional right to sport and harnessing the socio-economic benefits of sport based on a system embracing the values of respect for each other, fair and just behaviour, good governance, and innovation. This is embedded in the principle of equitable resource distribution, eliminating inequalities, access to participation opportunity, skill and capability development at all levels and all areas, empowerment of the individual and increased community involvement.

The **Eminent Persons Group (EPG) on Transformation** was established to advise on transformation in sport and recreation and produce a transformation assessment report each year. The transformation targets have not been met predominately because they are very dependent on national federations submitting the required transformation data sheets and when assessed, meeting the self-set transformation targets. The achievement has been poor over the years because of, among other things, poor governance within some national federations. To address these challenges DSAC will commit to the following urgent interventions:

- Engage key stakeholders in key elements to support the transformation plans of federations.
- Finalize the review of the Transformation Charter.
- Incorporate findings and recommendations of the EPG into the funding agreements with federations.
- Monitor the implementation of transformation interventions.

The MTSF target *“Percentage of national federations meeting 50% or more of all prescribed charter transformation targets”* is dependent on several factors which the Department has no control of. These include the administrative and governance status of the federations which determine whether the federations can submit the required information or not. The Federations are Non-Governmental Organizations which are independent of Government. In terms of the National Sport and Recreation Plan the Department is also debarred from intervening in administrative matters of the Federations. The achievement of this indicator has in the past few years been hampered by the failure of Basketball SA, South African National Amateur Boxing Organization (SANABO) and Chess South Africa to submit the required information. This is primarily because they have been experiencing administrative difficulties and disputes which in some cases ended up in courts. Chess SA matters remain unresolved making the federation unlikely to meet the submission requirements therefore impacting on the attainment of the indicator. In addition, restrictions on sports events in response to the COVID-19 pandemic negatively impacted on the attainment of this target. According to the National Sport and Recreation Plan and the Transformation Charter the Department is charged with the responsibility of monitoring and evaluating progress being made in terms of transformation in sport. The Department will continue with this responsibility by implementing transformative programmes and interventions such as the school sport programme, athlete support programme, sport infrastructure development programme and support to designated groups as per the 2023/24 APP.



South Africa is an unequal society which is, like sport, reflected in the employment and ownership of the creative industry. The cultural economy makes an important contribution to employment and transformation in South Africa. In 2017, 84% of people working in cultural occupations were black Africans (71.8%), Coloured people (10.1%), or people of Indian or Asian origins (1.8%). Younger creative economy workers also tend to be more representative of the demographics of the country, which is further evidence of ongoing transformation. However, there is still a gender bias, with 59% of people working in the creative industry being men. Research has also shown that the creative industry is less transformed (in terms of race and gender) when it comes to ownership (Snowball, Collins and Tarentaal, 2017, cited in CCI Masterplan, 2022).

DSAC interventions should ensure that those in creative industry occupations must broadly represent the demographic profile of South African society (in terms of race, gender, and physical abilities), with this being evident across the full spectrum of creatives and creative and event technical enterprises, including artisans, professionals, management, executives, and production management. A key part of achieving this is the progression towards black majority ownership of creative enterprises. Funding bodies, like the National Arts Council and the National Film and Video Foundation, as well as other funders of the development and promotion of black creatives, must be used to ensure a more representative sector.

Given the creative industry's changing skills requirements as the sector pivots to digital platforms in the 4IR, education and skills development must remain a priority. This will ensure that technical and advanced management skills are transferred into the South African economy. Scarce skills and those skills that are in demand in each of the creative industry sectors have been identified together with proposals to address these through short courses, degrees and diplomas, and Continuous Professional Development (CPD). Special attention is given to those students and potential students who come from groups that are not adequately represented.

The Department allocates a budget each year towards **Incubator and Training Programmes** where artists are provided with practical skills that enable them to grow their businesses. These are run in different Performing Arts Institutions throughout the country; and conducted by different academies implementing skills transfer projects and other training programmes across all cultural domains.

Public sector procurement and funding should be used to drive demand for creative goods produced by the previously disadvantaged groups. This would include public distribution and commissioning channels, such as the South African Broadcasting Corporation (SABC), public libraries, diplomatic gifts, and the South African Art Bank, amongst others. Such entities must report on the measures they are taking to ensure that the work done by Black creatives, women and people with disabilities is being promoted.

Students awarded with heritage bursaries: This programme aims to support the development, availability, and the retention of skilled human capital in the country's heritage sector by offering bursaries to ensure the building of greater capacity in critical areas necessary for conservation, protection, promotion, and transformation of heritage, such as conservation and restoration, sculpturing, maritime and underwater archaeology.

INFORMATION AND INFRASTRUCTURE

The **Economic Reconstruction and Recovery Plan** (ERRP) highlights infrastructure investment as one of the key initiatives that are intended to ensure employment opportunities, skills transfer and development, and much-needed economic growth. However, infrastructure service delivery in various sectors face similar problems of internal control deficiencies that led to money being wasted and value not being derived because of inefficient and ineffective infrastructure delivery (Budget Prioritisation Framework: Towards Budget 2023, DPME, 2022).

Infrastructure development is critical to attaining South Africa's long-term economic and social goals. In the context of a developing country seeking significant structural change, the public sector must lead this effort. The construction of infrastructure generates employment and broad-based black economic empowerment opportunities, further contributing to the goals of the National Development Plan (NDP). The goal of the **National Infrastructure Plan 2050** (NIP 2050) is to create a foundation for achieving the NDP's vision of inclusive growth. The first phase of the NIP focuses on four critical network sectors that provide a platform: energy, freight transport, water, and digital infrastructure. There will be a second phase that focuses on distributed infrastructure and related municipal services, as well as approaches to strengthening coordination through DDMs.

The **National Spatial Development Framework** (NSDF) is a national spatial planning instrument with a long-term horizon that (1) is mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), (2) must be aligned with the National Development Plan (NDP), and (3) is adopted by Cabinet as official national spatial development policy for implementation throughout the country. As such, it provides (1) an overarching spatial development framework including a set of principle-driven spatial investment and development directives for all three spheres and sectors of government, meaning 'where, when, what type, and how much to invest and spend throughout the country'; and (2) a set of strategic spatial areas of national importance from an ecological, social, economic and/or ICT or movement infrastructure perspective, to be targeted by both government and the private sector in the pursuit of strategic national development objectives, or to avert national crises.

Although implementing on a relatively small scale in comparison, DSAC is cognisant of the NIP 2050 as well as the NSDF and is guided by the principals therein when planning infrastructure projects. Core DSAC infrastructure and information projects are depicted in Table VI.

TABLE VI: DSAC INITIATIVES TOWARDS INTEGRATED AND ACCESSIBLE SAC INFRASTRUCTURE AND INFORMATION

Government Priority	SPATIAL INTEGRATION, HUMAN SETTLEMENTS AND LOCAL GOVERNMENT		
DSAC Outcome	INTEGRATED AND ACCESSIBLE SAC INFRASTRUCTURE AND INFORMATION		
Intervention	ACCESS TO INFORMATION	SAC INFRASTRUCTURE PROGRAMME	MULTIPURPOSE SAC HUBS AND/OR PRECINCTS
Output	Official languages promoted and developed. Records digitised. SACO Research Reports Human Language Technologies Records management Terminology Development Language planning & development Archives Awareness Week Indigenous Knowledge Systems National Archives Archival Services – incl. film, video & sound. Library Services	National heritage legacy facilities Resistance and Liberation Heritage Route sites Sports infrastructure projects Outdoor gyms and playparks Libraries Statues, monuments & museums Theatres Refurbishment of Community Arts Centres (especially in rural areas)	Multipurpose SAC hubs

Bold outputs are prioritised in the 2023/24 APP.

Our efforts to strengthen the provision and maintenance of sport, arts and culture infrastructure at local government level will help in the acceleration of service delivery in line with the DDM. The Department works closely with the Department of Cooperative Governance and Traditional Affairs (CoGTA), provincial Departments responsible for sport, arts and culture, municipalities as well as the Sports Trust to provide infrastructure.

These partnerships assist with the need assessment and provision of Municipal Infrastructure Grant facilities (through CoGTA) and multipurpose centres, community gyms and children’s play parks. The technical and/ or management support provided to municipalities during the construction of facilities is intended to ensure that municipalities build and deliver sport and recreation facilities as enablers for development, promotion, and transformation of sport by creating opportunities for participation.

The 2020-21 Auditor-General of South Africa Report highlights the main root causes of inefficient and ineffective infrastructure delivery as shown in Figure 17.

There are inadequate needs assessments and project planning for infrastructure projects. Ineffective project implementation, monitoring and management of projects due to lack of technical expertise and heavy reliance on consultants. Also, the lack of coordination and collaboration between role-players at different levels of government to synchronise project completion to ensure infrastructure delivery. These root causes result in poor quality infrastructure that have shorter lifespans which exposes the public to potential harm. Additionally, over-expenditure incurred on such projects could have been utilised on other government priorities.

As recommended by the AG, all government Departments that are involved in infrastructure delivery need to adequately address the challenges of planning; project implementation and management; and commissioning to ensure delivery and maintenance of public sector infrastructure (Budget Prioritisation Framework: Towards Budget 2023, DPME, 2022). To address this DSAC will prioritise the resuscitation of the internal Infrastructure Committee to monitor projects and finalise implementation of the norms and standards framework, pending the availability of funding.

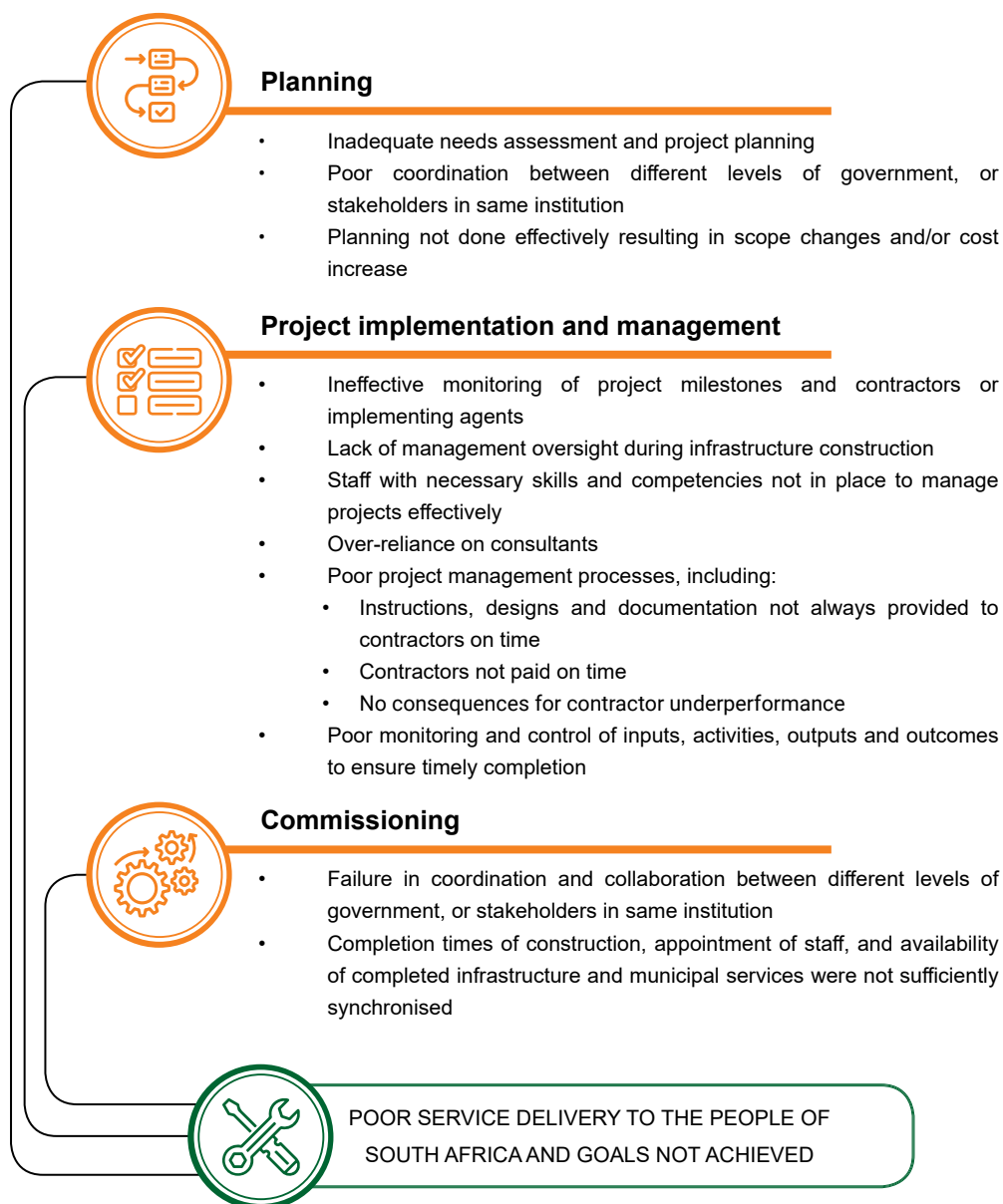


FIGURE 17: ROOT CAUSES OF INEFFICIENT INFRASTRUCTURE DELIVERY (AUDITOR-GENERAL SOUTH AFRICA, 2020-21, CONSOLIDATED PFMA GENERAL REPORT)

The Department continues to build **monuments, memorials, and museums** to preserve legacies and pay homage to people, events, episodes, phenomena and epochs that shaped the South African society over the centuries. The Legacy Programme, encompassing the **Resistance and Liberation Route Project**, is one of those programmes that has a profound transformation agenda to restore the dignity and pride of our forebears. One of the centrepieces of this programme is the establishment of the Resistance and Liberation Movement Museum, which could see the construction of a new museum or rededication of the existing museum to narrate an honest and graphic South African story not only about the dehumanisation of indigenous populations but also their resistance and fortitude. The story should be able to speak to the conscience of all South Africans and thus influence them not to repeat the gross human rights violations and atrocities of the colonial and apartheid eras. One of the positive externalities of this project and other infrastructure projects is that they will create short, medium, and long-term employment opportunities.

DSAC will construct the following statues in 2023/24: Archie Gumede statue; O R Tambo statue; Adelaide Tambo bust; Winnie Madikizela Mandela statue and the Charlotte Maxeke statue. In addition, a feasibility study will be undertaken for the development of an Interpretive Centre at the Isandlwana Heritage Site.

The archives serve as a footprint of our collective past – protecting and preserving our documentary heritage and identity, e.g., family history records, landmark liberation trial recordings such as the Rivonia and Treason Trials, the Truth, and Reconciliation Commission (TRC) public hearings, land restitution records and other significant historical records. Increasingly, there is a realisation that good governance, efficiency, and accountability depend to a large extent on the effective management of public records. Furthermore, the Department is currently coordinating a feasibility study for the improvement and construction of a modern, purpose-built national archive. It is envisaged that the allocation earmarked by the National Treasury (NT) will address the 4IR priorities to ensure that records are preserved through cutting-edge technology. The archiving area of our work requires strengthening. To this effect, there needs to be training of staff and filling of vacant posts, as well as the improvement of ICT to enhance record keeping.

A fully functional **Library and Information Services**, including archives repositories, can contribute to the goals of the 2030 Vision, and a prosperous and inclusive society that fully enjoys the benefits of a democratic and modern economy in the 21st century. For the majority of South Africans, a lack of information and knowledge is an impediment to their development. This situation is due not only to scarce material resources, but also to a lack of appreciation of the developmental role that the library and information sector plays. Funds will continue to be provided to improve public library infrastructure, including Information Communication Technologies (ICT) and purchasing of library material in all formats, including material for the blind and print-handicapped/visually impaired readers and bridging the digital divide.



The service points to cater for the blind and the print-handicapped/visually impaired readers in our communities will be prioritised. Libraries provide easy access to the building through ramps, demarcated parking areas and special latrine facilities. The national challenges of poverty and persistent structural inequalities are immense. The key point is that, as a human right, access to information enables the distribution of power and status.

District development model (DDM): The DDM validates government as an epicentre for development and aims to address challenges by unlocking any blockages to service delivery. The overall strategic objectives of the DDM are to: (1) address silos in planning, budgeting, and implementation; (2) maximise impact and align plans as well as resources through “One District; One Plan and One Budget”; and (3) narrow the distance between people and government by strengthening the coordination role and capacities at the district level.

TABLE VII: COMPLIANT AND RESPONSIVE GOVERNANCE

Government Priority	A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE				
DSAC Outcome	COMPLIANT AND RESPONSIVE GOVERNANCE				
Intervention	PERFORMANCE AND FINANCIAL OVERSIGHT	CAPACITATED HUMAN RESOURCES	INTEGRATED STAKEHOLDER MANAGEMENT	STRENGTHEN PUBLIC ENTITY OVERSIGHT MECHANISMS	SERVICE DELIVERY
Output	Planning: Strategic Plan, Annual Performance Plan, MTEF, ENE Reporting: monthly, quarterly, and annual In-Year Monitoring Reports Irregular, unauthorised and fruitless and wasteful expenditure Audit outcome Audit Charters Audit Plans Asset Management Annual Strategic Risk Assessment DSAC Project Risk Assessments Enterprise Risk Management Policies Financial disclosures	Internship programme Workplace Skills Plan Human Resource Planning Recruitment and Selection Conditions of service Vacancy rate Employment equity Consequence management Diversity and transformation strategy Employee Wellness Programme Health and Productivity Programme Performance assessments Employee training programmes	Cluster coordination Intergovernmental forums: MINMEC; TIC; CEOs MOU between three spheres of government Integrated policy framework Litigation reports SCM contract commitment registers Portfolio and Select Committees liaison. G20 participation UNESCO; BRICS; PPEM; AU Sports Council Region 5. CATHSSETA National Lotteries Commission (NLC) SEDA	Fully constituted councils/boards of public entities Shareholders compacts Oversight visits to public entities Amalgamation of entities Assistance to public entities – SP; APP; AR; ENE; procurement plans	Valid Invoices paid within 30 days. Systems modernised. Service Delivery Improvement Plan Citizen's satisfaction index Call centre system SAGN system Security policy Procurement plan Izimbizo

Bold outputs are prioritised in the 2023/24 APP.

In terms of improving access to information DSAC supports **multi-year human language technology projects** and the **translation and / or editing of documents**. These projects seek to advance the equitable treatment of the official languages of South Africa as stipulated and envisaged in the Constitution and the Use of the Official Languages Act. It does so by providing financial support towards the development of language technologies that assist citizens to access government services, knowledge, and information in all official languages of South Africa, irrespective of literacy level or disability.

GOVERNANCE

As a government Department DSAC adheres to legislated prescripts related to governance matters. Core DSAC outputs in this regard are illustrated in Table VII. In terms of service delivery, our sector supports a variety of professionals and up-and-coming athletes and practitioners. While we cannot always satisfy them all, those who do not benefit at any given time must leave knowing that we will keep our word and support them next, when resources become available. We must find how best to strengthen efficiency and ensure professionalism in all areas of our work.



The Institute of Risk Management South Africa (IRMSA) publication South Africa Risks 2022 identified and analysed the top risks for South Africa against the NDP 2030 Vision and the Economic Recovery and Reconstruction Plan objectives. They are illustrated in Figure 18. The IRMSA noted that although the risks are not new, they have significantly escalated over the past year and urgent action is required to implement corrective measures to steer the country in the right direction. In the current scenario it is unlikely that we will meet the ambitious NDP objectives by 2030. In addition, whether government efforts to catalyze us back on target through the ERRP will succeed remains to be seen (IRMSA, 2022). The sport, arts and culture sector is not excluded from these risks and our contribution towards the economy as well as towards social cohesion and nation building cannot be underestimated.



THE TOP RISKS FACING SA ARE:

- South Africa becomes a failed state
- Complete breakdown of ethical and legal principles across society
- Unmanageable societal unrest and breakdown of the rule of law
- Complete economic collapse
- Lack of skills to enable economic growth and recovery
- Large scale indisruption of economic activity relying on stable supply of utilities
- Large scale interruption of digitally enabled services and economic activity
- Debilitating loss of trade benefits through SA ports into Africa
- Inadequate response to current and future climate change impacts

FIGURE 18: TOP RISKS FACING SOUTH AFRICA IN 2022 (IRMSA, 2022)

It is interesting to note that the PESTEL compiled by DPME for the 2023 Budget Prioritization Framework mentions very similar risks. See Figure 19.

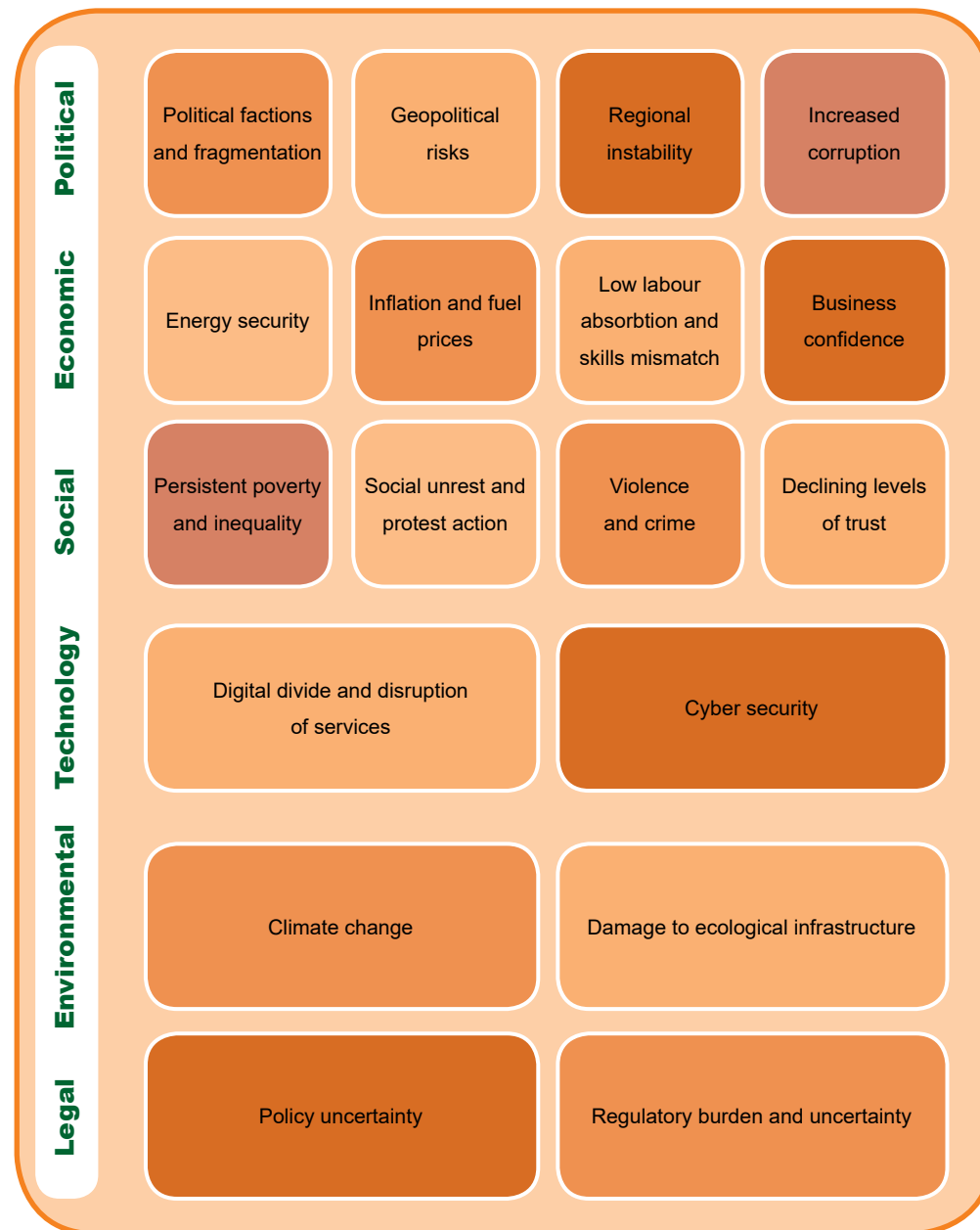


FIGURE 19: SA RISK MAPPING – COMPILED BY DPME (2023 BUDGET PRIORITISATION FRAMEWORK: TOWARDS BUDGET 2023)



Internally, the Department, through the Risk Management unit, assesses key risks identified during strategic planning and monitors risk response plans adopted by management to mitigate risks aligned to delivery objectives.

Key challenges impeding the Department's capacity to achieve the MTSF 5-year targets by 2024 specifically include:

- a. Covid-19 pandemic and unrests.
- b. Governance weaknesses in sport federations.
- c. Dependencies on external stakeholders.
- d. Public outcry against projects during poor economic environment of the country.

The Department is dependent on **stakeholders to contribute to the institution's achievement of its planned outcomes**. These include strategic partners, provincial Departments, sector organisations and performing arts institutions that deliver on its mandate and programming. Other stakeholders include Sport and Recreation Bodies including the national Sport Confederation and Olympic Committee (SASCOC), public entities and other government Departments. Individual practitioners and students are also stakeholders who contribute immensely to the achievement of the MTSF targets.

The entities are classified into Performing Arts; Heritage; Libraries; Development Agencies; Constitutional; and Sport. They include the following: Artscape; The Market Theatre foundation; PACOFS; Playhouse Company; State Theatre; Mandela Bay Theatre; Die Afrikaanse Taal Museum; Iziko Museum; Amazwi; Luthuli Museum; KZN Museum; UMsunduzi/Voortrekker Museum; National Museum; Nelson Mandela Museum; Ditsong Museum; Robben Island Museum; War Museum of the Boer Republics; William Humphrey Art Gallery; SAHRA; Freedom Park; South African Library for the Blind; NLSA; National Arts Council; National Film and Video Foundation; National Heritage Council; PanSALB; Boxing SA and SAIDS. DSAC identified "functional implementing and funding agencies" as a strength in its' SWOT.

The appointment of Councils/Boards of Public Entities is to ensure that there is an Accounting Authority responsible for the affairs of each institution as per the enabling legislations. It is also to ensure that public entities comply with the principles of good governance. Selection is regulated by the applicable legislation and regulations per public entity. Calls for nominations are published in the print and electronic media. Selection is made based on qualifications as well as experience serving in a governance structure. Some of the challenges experienced are that it becomes difficult to attract experienced candidates to serve in these Councils/Boards due to the remuneration paid to members. This situation is constantly monitored to deal with as it arises.

Policy and Legislative Programme: The Revised White Paper on Arts, Culture and Heritage needs to be implemented so that it can contribute to the transformation of the sector. The White Paper on Sport and Recreation will coexist with that of Arts and Culture as they both focus on areas of our work that require focused attention. The Department is in the process of implementing some of the recommendations of the White Paper in the short term, including:

- a. The amalgamation of funding agencies – the Department has established a task team to facilitate the process of amalgamation and several engagements have commenced.
- b. The appointment of a service provider for the development of the theatre and dance policy.
- c. The review of legislation, including the name change affecting audio-visual media, from film and video; the consolidation of the National Arts Council and the National Film and Video Foundation into one entity; and the consolidation of the performing arts institutions in line with the feasibility study recommendations.
- d. The establishment of a National Events, Technical and Productions Skills Academy as a focused institution of skills and human resource development for the sector. This recommendation of the approved White Paper will be implemented in phases. The project is large scale in nature and will thus require Public and Private Partnerships to sustain it. In the interim, the Department has consented to fund the set-up cost, administration, and implementation of the SARA Backstage Academy for a period of 3 years as part of the National Events and Production Skills Academy as per the Revised White Paper.
- e. Identification of historically marginalised and under-resourced provinces, which do not have theatre facilities, for development through joint funding and long-term strategic plans.
- f. Funding of performing arts companies that have developed reputable education and training programmes in the arts to have their courses accredited through national qualification frameworks.
- g. Collaboration with the relevant Departments and considering new avenues for funding.
- h. Proposing the adoption of a conditional grant for community arts centres in a similar vein to that of the community libraries. The Department has taken note of the National Treasury's explicit decision that there will be no additional funds for Community Art Centre's. The current mode of budgeting for CACs through the Provincial Community Arts Centre Development Programmes (CACDP) will therefore continue to be pursued alongside advocacy for additional funds through reprioritizations processes within the Department. The prospects of succeeding through this process are limited due to the many competing demands on the existing National DSAC budget. Stronger IGR will be pursued in order actualize this concurrent mandate of developing community arts. To strengthen this intervention; the Department commissioned a feasibility study, in 2022/23, whose outcome will provide more details of the status of CACs in the country.



The review of our policies will improve service delivery and South Africans' access to sport, arts, and culture in the country. Currently the Department has a **policy register listing DSAC's policies**. There is also an approved policy and procedure guideline to promote uniformity and consistency in the development of policies and procedures. Going forward the policies will be reviewed where applicable and the register will be updated.

There is currently a **draft policy on Women and Sport** which promotes gender equality. The draft policy has been amended based on inputs received from provinces and other relevant Departments. A two-day consultative session with sport federations was conducted and their inputs were incorporated into the draft document. A baseline study was conducted with the results captured in the draft document. The final Socio-Economic Impact Assessment System (SEAIS) report was submitted to the Presidency, inputs received from the Presidency were incorporated into the draft and the document was resubmitted. A submission was prepared and routed through the clusters in December 2022 to the Cabinet to approve the publishing of the 'draft policy on women in sport', in a Government Gazette for public comments. Tabling of draft policy to Cabinet is awaited. It is envisaged that the Women and Sport Policy will be approved by Cabinet during 2023/2024.

There is a need to track the **legal matters** the Department is faced with. They have an impact on the reputational standing of the Department and the lessons that can be learnt from them will assist the Department to serve its clients better, without having to resort to court cases. The establishment of the Office of the Solicitor-General will assist all national and provincial Departments to manage state litigation efficiently and effectively, which will reduce litigation and associated costs. Following the establishment of the **Litigation Forum**, the DSAC litigation plan will be aligned to that of the Forum.

Research, Monitoring and Evaluation Programme:

The National Evaluation Policy Framework (NEPF) encourages Government Departments to develop the rolling out of a three-year Evaluation Plan. It further emphasizes the importance of combining evaluation and research to come up with one departmental Evaluation and Research Plan. It is for this reason that DSAC had an **Evaluation and Research Plan for the period: 2021/22 to 2023/24**. The aforesaid Plan was, following its annual review, updated into the Evaluation and Research Plan for the period 2023/24 to 2025/26. (The 2023/24 to 2025/26 Plan has already been approved) Because of the annual review, each year the new Plan will carry evaluations and research that were previously approved but not yet undertaken. The purpose of the Evaluation and Research Plan is to provide details of evaluations and research to be conducted during the financial years 2023/24 to 2025/26. The objectives of the Plan are as follows:

- To encourage the Units within DSAC to identify/evaluate policies, programmes, projects and plans that are prioritized according to the needs of the Department and are linked with NDP-MTSF.
- To encourage the Units within DSAC to identify and conduct research that are prioritised according to the needs of the Department and linked with the NDP- MTSF.

Both evaluation and research results should be used to inform decision makers on a range of issues such as planning and budgeting.

The proposed evaluations to be conducted in 2023/24 financial year are as follows:

- Silapha Programme
- National Days
- Social Cohesion Advocates Programme
- Moral Regeneration Movement (MRM) Programme

The **perception of stakeholders on DSAC's reputation** is the only research study included in the Plan to be conducted in the 2023/24 financial year.

Following the conclusion of research or an evaluation an **Improvement Plan** is developed as a means of implementing the recommendations made. These are also approved by EMT. During 2023/24 Improvement Plans will be developed for the Heritage Bursary Programme and for the Mid-term Strategic Plan Review. Progress is then monitored on the implementation of these Improvement Plans.

DSAC regularly updates its' Policy Register to reflect both internal and external policies. The register also reflects the status of the policy in terms of development and indicates when a policy review is due.

The scope of SACO has been extended to include research relating to sport. While the legality of this extension is being concluded, SACO should be able to reprioritise its scope of work to incorporate areas of sport. As research topics are determined annually, it is possible to substitute a CCIs-based report to accommodate sport without affecting the budget.

A focused assessment of each programme needs to be conducted. The Department needs to be able to determine the extent to which it is promoting and developing arts in the country in comparison to the attention heritage currently receives. There is also a need for the Department to consider culture as this area is not currently receiving the same attention as the arts. Part of this assessment should be the monitoring and evaluation of the impact of our work so that key lessons drawn can be used to improve service delivery.

While a lot of good work is done by the Department, it runs the risk of repeatedly supporting certain beneficiaries at the expense of other equally deserving ones if it does not develop and maintain accurate databases tracking beneficiaries. In the interim, until a comprehensive database for the Sport, Arts, Culture and Heritage Sector is developed, the Department will consolidate the databases already established to manage the beneficiaries during the various relief stages together with the data collected from the MGE beneficiaries.

Among the issues raised by the President of South Africa is the need to monitor and evaluate the work we do. Critical to DSAC is the monitoring and implementation of, among others, language policies. Unless this is done, the Department runs the risk of having policies that are progressive on paper but stagnant in practice. While most national Departments are reported to either have an approved or a draft language policy, according to PanSALB's reports on compliance with the Use of Official Languages Act, 2012 (UOLA), and the Pan South African Language Board Act, 1995, the second stage of implementation with the establishment of functional language units is not at expected levels of compliance. Less than a third of national Departments have demonstrated that they have either a language unit or provide language facilitation services (translation or interpreting) under the communication section. The Department through its **National Language Stakeholder Engagement Forum** will encourage national Departments to report on their challenges regarding compliance to find a solution. In addition, meetings with targeted relevant national Departments will also be held to understand their situation and what can be done to improve compliance.

Development and strengthening of partnerships: The status of the Cultural and Creative Industry Federation of South Africa (CCIFSA) needs to be clarified through a policy that will enable the sector to better support and use the services of the Federation. Strategic partnerships will enable the Department to share expertise and resources. A partnership with the Department of Traditional Affairs and related structures, for example, is critical for the success of our cultural area of work. The partnership with the Department of Basic Education must work for DSAC to properly develop sport and the arts in schools as an investment towards the success of our athletes and practitioners nationally and worldwide. The area of sport and cultural diplomacy requires partnerships with various stakeholders, including at an international level, if we are to contribute meaningfully towards social cohesion and nation building, as well as towards winning the war against the social ills we face as a country.

In the strategic repositioning of the Department there must be an assessment of how far we have progressed in transforming certain areas of the sector.

In this way we will be able to see where there is a need for focused interventions and support. Linked to this is the **funding of the sport, arts, and culture sector**. Currently this is not properly coordinated to the extent that some beneficiaries may benefit from duplicate funders while others are completely excluded. It is therefore important that we develop a clear-cut policy on how funding should be regulated and structured in our sector. An internal task team of various directorates has been established to assess all funding possibilities and to suggest a way forward. Work in this regard will contribute towards addressing the weakness identified in the DSAC SWOT of "working in silos, lack of coordination, and a lack of internal synergy".

In addition to the seven apex priorities, the Revised MTSF 2019-2024 also prioritises youth, women, and persons with disabilities as cross-cutting areas of focus across all priorities. These cross-cutting priorities need to be mainstreamed into all elements of South Africa's developmental future and must therefore be actioned through priorities and interventions. Our programmes will continue to prioritise the mainstreaming of youth, women and persons with disabilities as espoused in the NDP Vision 2030.

Youth: The most recent population estimates see the South African population increasing from 59,6 million in 2020 to nearly 68,5 million by 2030 (growing at an average rate of 1,4% per year). Young people (aged 24 and below) make up **44% of the population**, highlighting the potential for a demographic dividend. There is however some uncertainty about whether South Africa could still benefit from a demographic dividend given the high level of youth (aged 15-24) unemployment, which stands at 63,3% as at Q1: 2021 (Statistics South Africa, Quarterly Labour Force Survey, Q1: 2021). Quality problems in the education system also undermine the ability for future employment opportunities. Returns from the demographic dividend will only be realised if we have a healthy, capable, and productive youth population that contributes to economic activity (Budget Prioritisation Framework: Towards Budget 2022).

The country's slow economic growth in recent years has led to massive job losses and an even lower number of jobs being created. Reducing South Africa's high level of youth unemployment requires the economy to be on a labour-absorbing growth path. Unemployment remains endemic in the country with 24% of the workforce of South Africa unemployed. Young people constitute the majority of the unemployed with no less than **70% of them unemployed**.

All sectors of society, from government to business and civil society organisations, need to rally together and make a more meaningful contribution to addressing the youth challenge. South Africa is a country with a young democracy which emerged little more than two decades ago. The country is also young in that, in contrast with the developed world, nearly 40% (44% in 2022) of its people are aged between 14 and 35.



The framework for youth-responsive planning, budgeting, monitoring, and auditing can only be achieved through collaboration and the effective mainstreaming of youth development (Revised MTSF, 2021).

Young people have limited access to means of capital that can help them find a way out of poverty and enable them to become agents of change. Limited access to land, finance for business ventures, and support and mentoring remain obstacles to the potential demographic dividend presented by a large young population of working age. Other contributing factors include low levels of education and skills, lack of information, location and the cost of work seeking, lack of income and work experience, and limited social capital. The Department will continue to pursue other efforts that deliberately prioritize youth empowerment, including encouraging more youth organisations/companies to consider updating their Companies or ownership status on the National Treasury database.

The **SACO 2022 Mapping Study** noted that in previous reports and mapping studies, the significant underrepresentation of young women in cultural occupations compared to young men is a concerning trend. In 2019, only 26.5% of women in cultural occupations were youth, compared to 37.7% of men.

When identifying opportunities during the DSAC SWOT analysis, it was noted that the Department has “a strong bias towards the youth” and this is an opportunity to capitalise on. Noting this, the Department will continue to support youth-focused programmes that create access to and promote participation of young people in sport, arts, and culture. The Department will collaborate with the Department of Basic Education in implementing sport, arts, and culture programmes, such as **arts education and training**, and **artists in schools**. In addition, the programmes delivered through the Mass-Participation Conditional Grant target young people in **school sport, club development and community sport programmes**. The Department has responded to the call to set up a National Youth Service Programme – the Young Patriots Programme (which is being reconfigured into **The Young Creatives Programme**) specifically directed at youth from all over South Africa, to get young people involved in civic participation and gain employability skills. The programme also creates job opportunities through the employment of coordinators, most of whom are young people. DSAC funding to youth-led arts and culture organisations are specifically directed at the young people in the creative sector from all over South Africa. Other programmes, while catering for the youth, are also opening participation and access to other age groups, who in turn support the agenda of making sport, arts and culture accessible to many young people. Refer to Figures 20 to 23.





CONTRIBUTION TOWARDS THE YOUTH

ADMIN

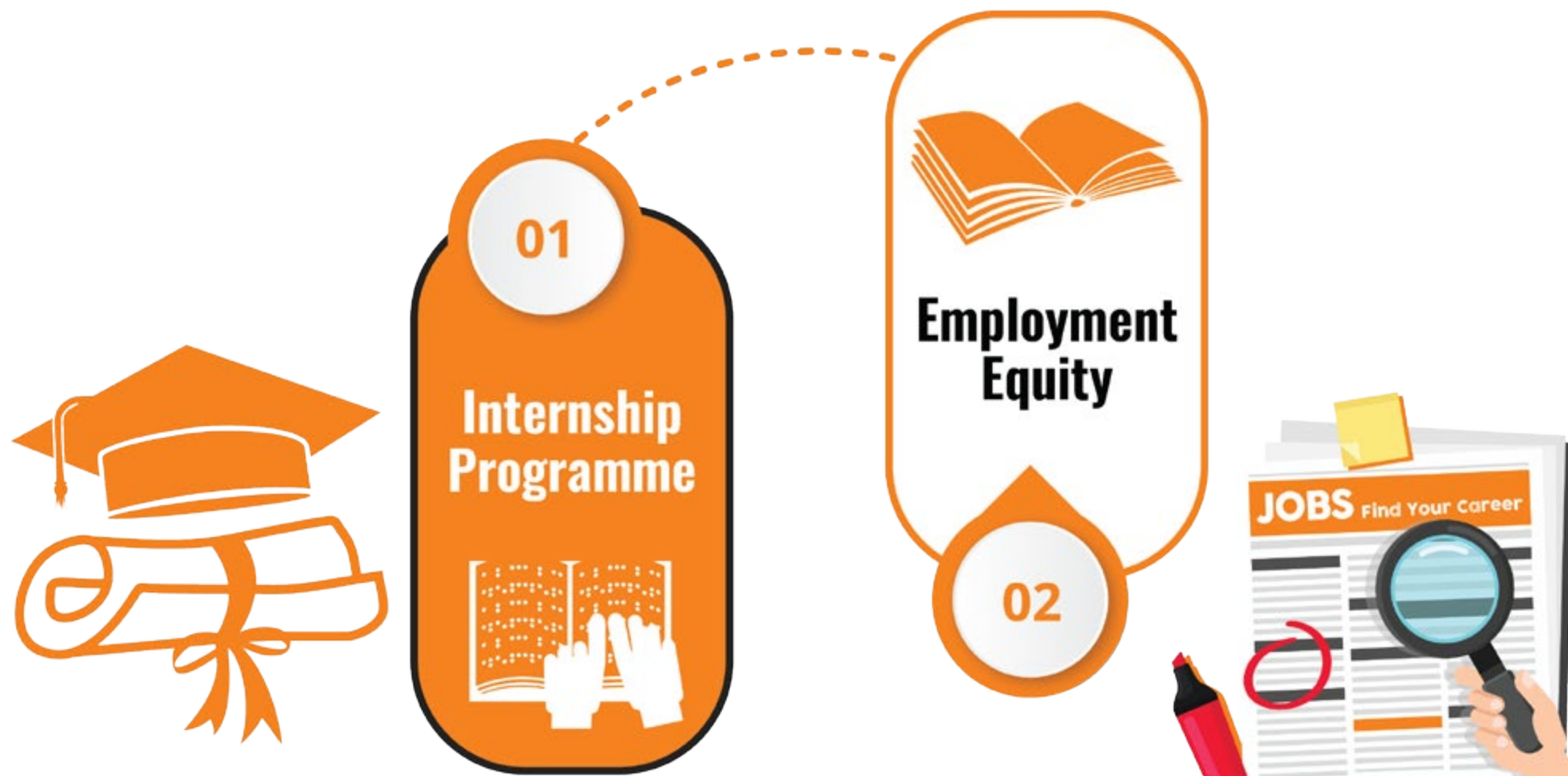


FIGURE 20: ADMINISTRATION CONTRIBUTIONS TOWARDS YOUTH





CONTRIBUTION TOWARDS THE YOUTH

RDSP



:FIGURE 21: RSDP CONTRIBUTIONS TOWARDS YOUTH





CONTRIBUTION TOWARDS THE YOUTH

ACPD

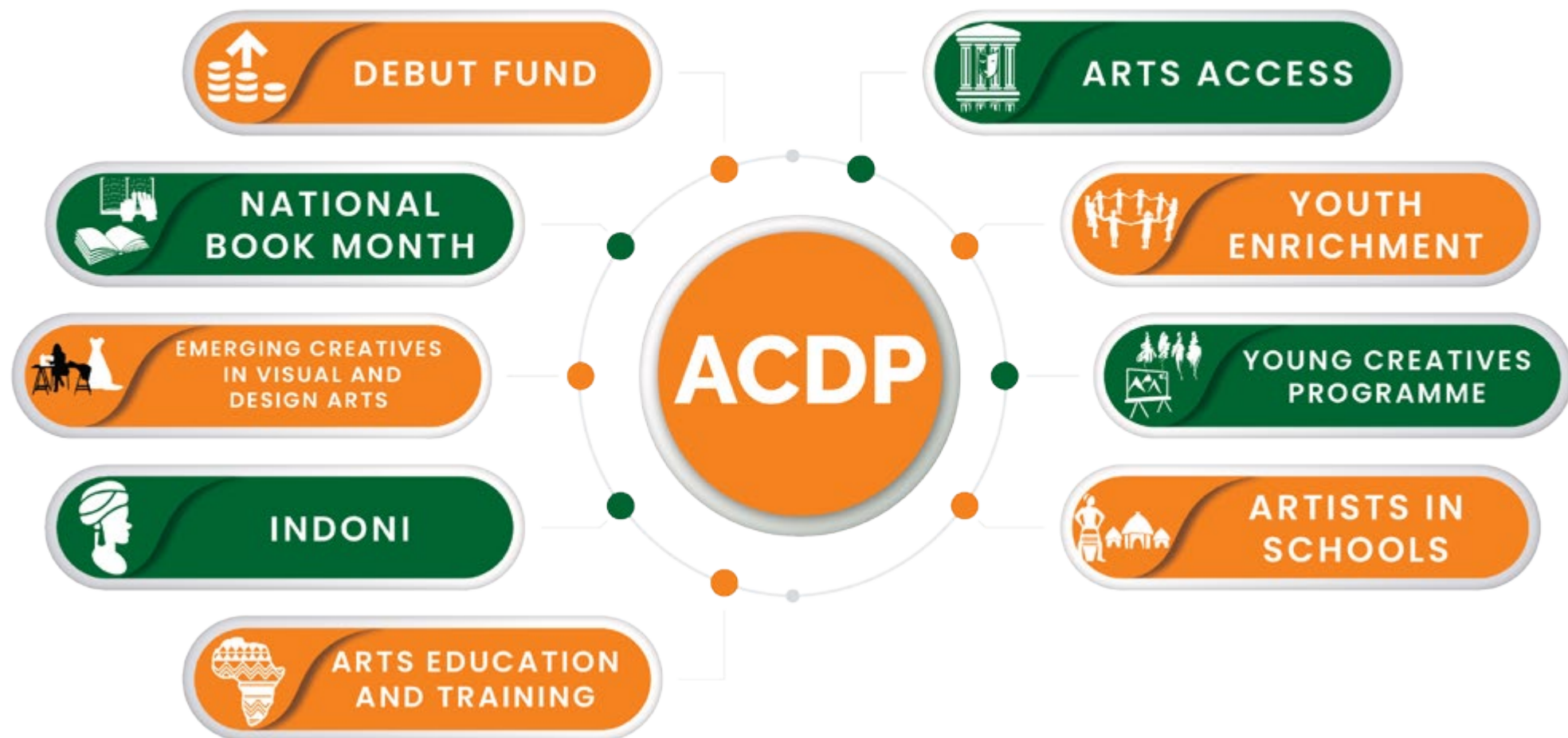


FIGURE 22: ACPD CONTRIBUTIONS TOWARDS YOUTH





CONTRIBUTION TOWARDS THE YOUTH

HPP



01

**Twenty-two
of the 45
students
awarded with
heritage
bursaries are
youth**

**7 of the 15
heritage
bursary
graduates
placed are
youth.**

02



FIGURE 23: HPP CONTRIBUTIONS TOWARDS YOUTH



Women: In a presentation delivered in September 2022 on Gender Priorities for 2023/24 the Department for Women, Youth and Persons with Disabilities highlighted that:

- a. Gender equality is both a human right and a prerequisite for achieving inclusive and prosperous societies and economies. A major challenge in realising gender equality in South Africa lies in dismantling patriarchy and its effects; addressing and eliminating the high levels of gender-based violence and femicide; and in breaking the cycle of dependency of those women and girls who continue to be marginalised and who remain vulnerable.
- b. South Africa has made important gender advances in areas such as legislation, policies, representation of women in political and some decision-making levels, health, education, and economic advances, nonetheless, progress is slow.
- c. Despite gains in girls' and women's education, girls continue to be underrepresented in the STEM fields (science, technology, engineering, and mathematics).
- d. Women are also still more likely to work part-time, or in unskilled and semi-skilled jobs and for lower pay.
- e. Women continue to lag men in access to decision making and leadership in public and private sectors.
- f. Women remain disproportionately responsible for unpaid care work. The burden of unpaid care work and high teenage pregnancy risks decreases women and girls' ability to participate in higher education programmes.
- g. Heightened levels of Gender based violence.
- h. Women still face poverty, food insecurity and hunger.
- i. Women experience high levels of unemployment.

In responding to the above, the 2022 SACO Mapping Study had similar findings noting that there are **fewer women in cultural occupations** (42.7%) in South Africa than men (57.3%) overall. This very similar to the gender distribution in non-cultural occupations and demonstrates that the gender bias in employment is also present in cultural occupations, as further discussed in a special report on "The Employment of Youth and Women in Cultural Occupations in South Africa" (SACO, 2019). There has been no significant change in the gender distribution of cultural workers between 2017 and 2019. However, on a positive note, women appear to have been more resilient (that is, less negatively affected) during the COVID-19 crisis than their male counterparts.

It is possible that this could be either because there are considerably fewer young women (up to the age of 35) working in cultural occupations than young men; or that female employees in cultural occupations are more likely to be employed on permanent contracts (73%) than their male counterparts (62.7%).

Gender priorities were also highlighted in the Gender Needs Assessment undertaken by World Bank (WB) in partnership with DWYPD in 2021. Overall SA has made progress toward gender equality since 1994 – hence it is among the top 10 of all countries to have successfully implemented reforms to improve women's legal rights (World Bank, 2020). South Africa 18th globally, and 2nd among SADC states according to the WEF Gender Gap Index, 2021. There was notable progress in (1) the number of women in parliament; (2) achieving gender parity in primary and secondary school levels, and (3) in closing the gender gap in rates of adult literacy. Nonetheless, the largest and most persistent gaps remain in (1) the area of economic empowerment; (2) heightened levels of GBVF; and (3) the lack of or poor implementation of good laws, policies, and programmes. To alleviate this DSAC has targeted GBVF programmes planned for 2023/24 and it is envisaged with the completion of the **Women and Sport Policy** developments will be made in this area as well.

The development of the Framework on GRPBMEA was a renewed means in the country to address the challenges related to:

- a. Poor accountability for Women Empowerment and Gender Equality (WEGE)'s performance across state sector.
- b. Outdated key WEGE policies and systems.
- c. Weak institutionalisation of gender mainstreaming.
- d. Lack of coherent gender responsive policy, research, planning, budgeting, monitoring and evaluation and gender auditing, policies, programmes, and systems.
- e. Gender blind/silent policies.
- f. Poverty, inequality, and unemployment.

Concerted efforts are being made at DSAC to mainstream gender priorities and to ensure that DSAC policies developed include issues of gender equality. Core initiatives will focus on:

- a. Equality and equity – not just about numbers but about outcome of opportunities.
- b. Access by women and girls in all their diversity.
- c. Representation including in management and decision-making.
- d. Participation.



- e. Safety.
- f. Economic independence / resilience / inclusion.
- g. Employment and decent jobs.
- h. Skills development.
- i. Addressing negative social norms and stereotyping.
- j. Preferential procurement spends to women beneficiaries (DSAC statistics in this regard captured under Governance). Refer to Figures 25 to 28.

In terms of equality and equity not just being about numbers but about the outcome of opportunities recent success stories as listed below would indicate that **investments in women's sport are showing positive gains:**

- a. Ashleigh Buhai, our first lady of golf, won the 2022 Women's British Open Golf Championship at Muirfield golf course in Gullane, Scotland, on 7 August 2022. She became only the second South African woman after Sally Little to win a major in more than 40 years.
- b. Banyana Banyana made a clean sweep in the latest edition of the Women's African Cup of Nations, led by a female head coach, who was named African coach of the year for a third time running, cementing this view.
- c. In the recent Commonwealth Games in the United Kingdom women brought back the highest number of medals once more, and in the Tokyo Olympics women once again brought back the most medals.
- d. The Mamelodi Sundown's Women's team etched their names into the history books by winning the inaugural CAF Women's Champions League in 2021.
- e. In 2022, the International Cricket Council (ICC) hosted a delayed 2021 ICC Women's Cricket World Cup, the South African Women's National Cricket Team (Proteas) participated in the ICC Women's World Cup, and they reached the semi-finals.
- f. Regarding school sport, South Africa participated in the inaugural Pan African Schools' Football Championships hosted by the Democratic Republic of Congo (DRC). The girls' team from Edendale Technical High School in KwaZulu-Natal was able to reach the finals, losing to Morocco in the finals. The championship is aimed at promoting school sport by reinforcing the importance of sport as a driving force for positive change on the continent.

Despite these positive gains there is still evidence both globally (Bluedorn et al., 2021) and in South Africa (Casale and Shepherd, 2021) that women have borne the brunt of job losses, particularly in the early periods of the pandemic. In South African cultural occupations, this does not appear to be the case: while cultural jobs for both men and women declined in 2020, compared to 2019, the decline was steeper for men than for women. By 2020 Q4, there were 136 462 women in cultural occupations (compared to 168 257 in 2019 Q4) – a drop of 18.9%. In the same period, there were 158 399 men in cultural occupations (compared to 211 659 in 2019 Q4) – a drop of 25.2%. Thus, although there are fewer women in cultural occupations in South Africa than men overall, women appear to have been more resilient (that is, less negatively affected) during the COVID-19 crisis than their male counterparts. Figure 24 from the SACO 2022 Mapping Study illustrates these gender differences.

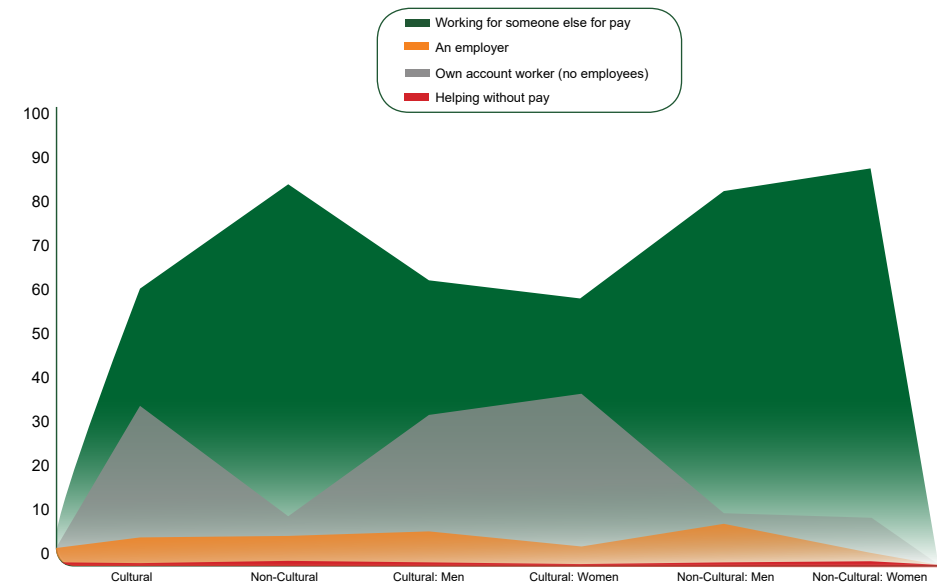


FIGURE 24: GENDER DIFFERENCES IN TYPES OF EMPLOYMENT (SACO, 2022).

Based on data from the Labour Market Dynamics Survey (LMDS) analysis, this may be because there are considerably fewer young women (up to the age of 35) working in cultural occupations than young men. Other research (SACO, 2021) has shown that early career creative workers (freelancers and firms) in South Africa were more vulnerable to the COVID-19 shutdown than more established workers.

CONTRIBUTION TOWARDS WOMEN

ADMIN ▼

Activities targeting
WOMEN AND GIRLS
are mainstreamed within all programmes and
projects of the Department



FIGURE 25: ADMINISTRATION CONTRIBUTIONS TOWARDS WOMEN



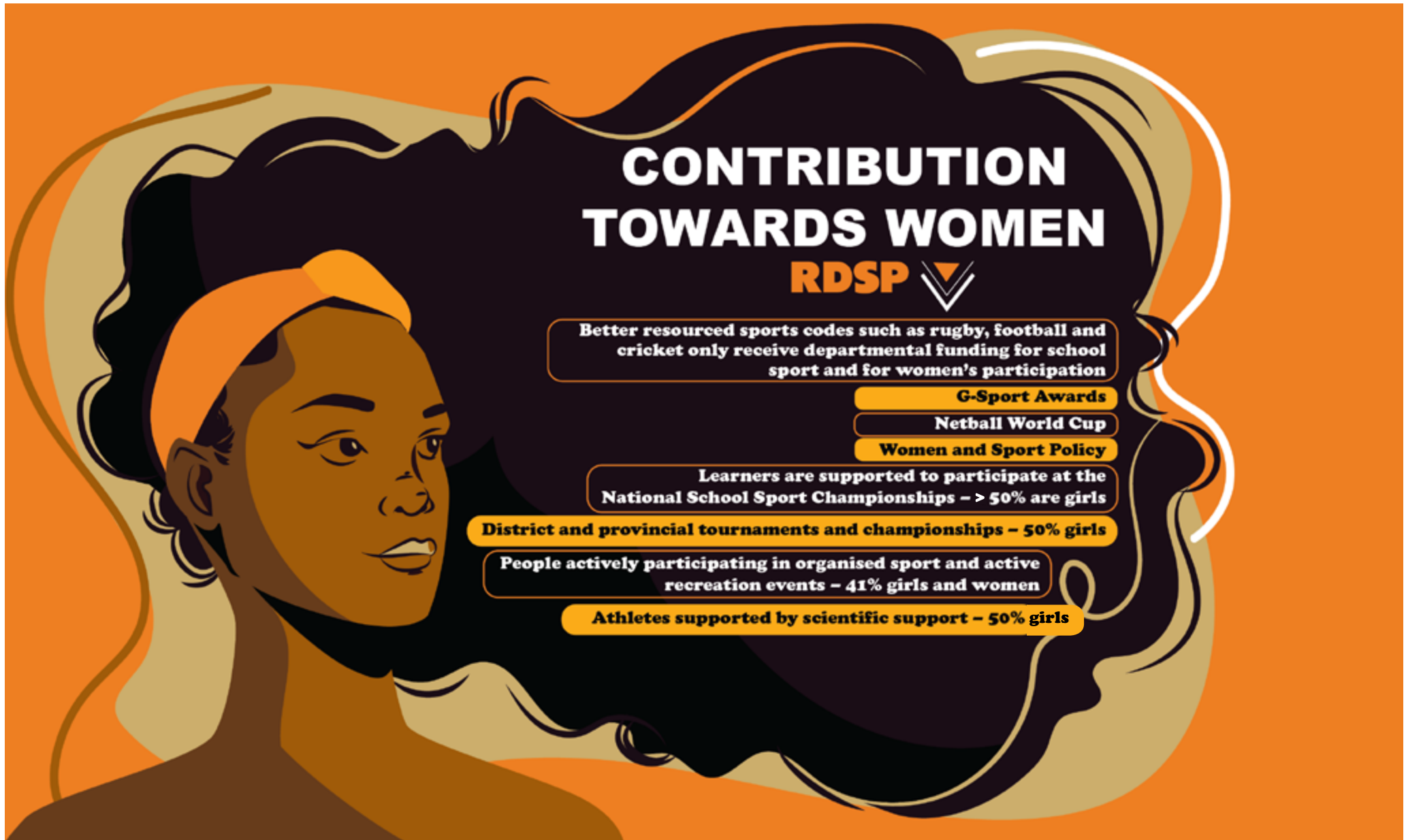


FIGURE 26: RSDP CONTRIBUTIONS TOWARDS WOMEN



CONTRIBUTION TOWARDS WOMEN



**Prioritisation of Women will be emphasized in the advert
for the 2023/24 Call for Proposals**

**Attention to be given to
Women in the Arts**

African Women Writers' Network

Sisters Working in Film and Television

FIGURE 27: ACPD CONTRIBUTIONS TOWARDS WOMEN



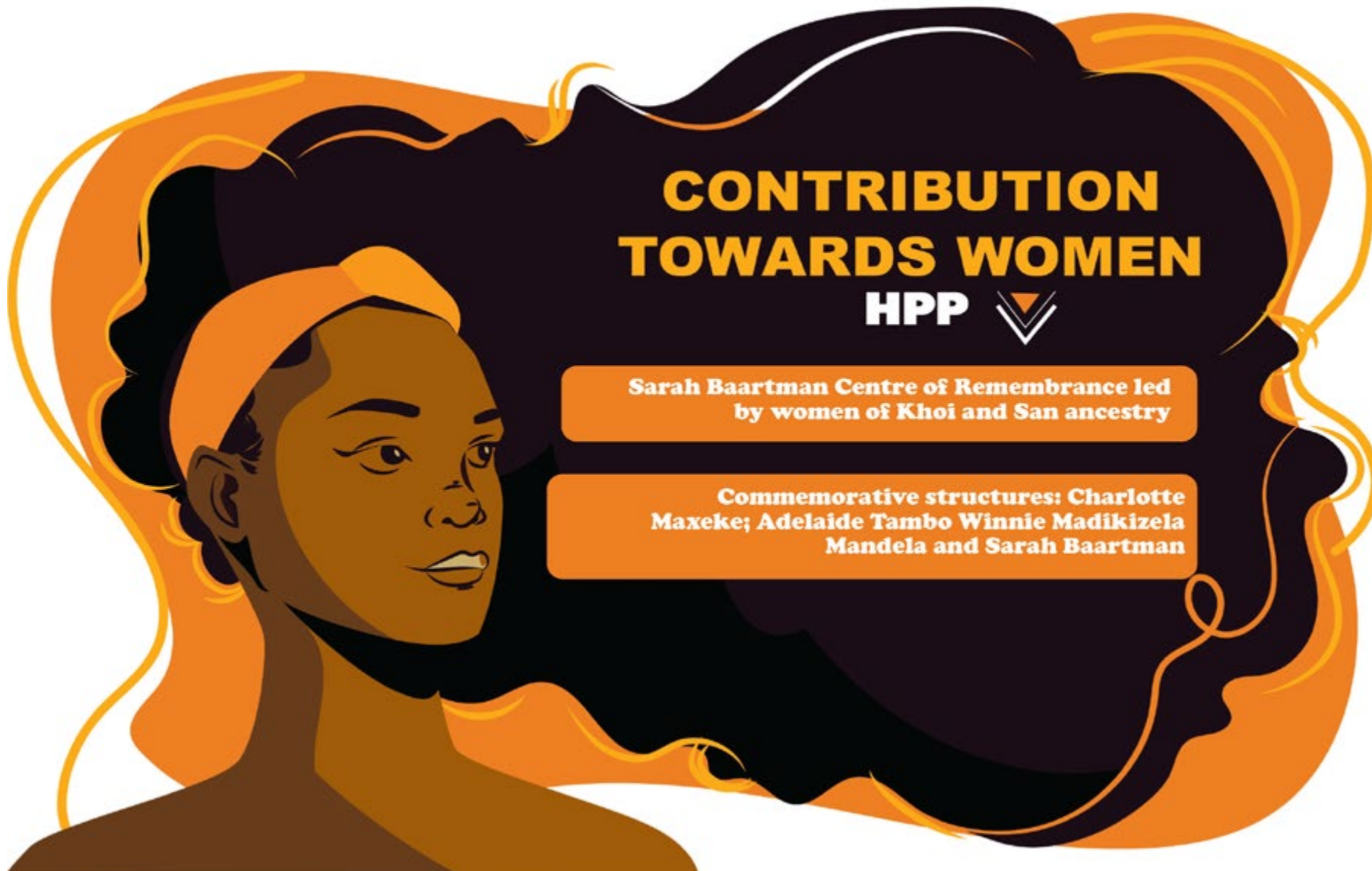


FIGURE 28: HPP CONTRIBUTIONS TOWARDS WOMEN

Activities targeting women and girls are mainstreamed within all programmes and projects of the Department. The better resourced sports codes such as rugby, football and cricket only receive departmental funding for school sport and for women's participation. An event dedicated to the recognition of women's achievements in sport is held each year in partnership with the **G-sport Trust**. In terms of research, a baseline study to ascertain the sports federations' commitment to women within their code was undertaken and the findings were included in the Women and Sport Policy. Additional research is being conducted to ascertain the level of accessibility of funds to women and the impact of funds allocated to women in selected sporting codes.

The DSAC school sport programme has codes of sport catering just for girls and for people with disabilities. As the school sport programme has grown over the years the number of girls has increased such that there are now more girls in the programme than boys. The Department also supports recognition events that exclusively acknowledge the performance of women and girls – the G-Sport Awards which are held on an annual basis.

Most women in South Africa were historically and systematically subjugated and excluded from social, political, and economic spheres. As a result, women's lived experiences differed according to their race, geography, economic status, and educational levels. Today, most women continue to face economic exclusion, resulting in high levels of poverty, inequality, and unemployment. Women's economic empowerment is central to the achievement of the constitutional vision of a gender-equal, non-sexist society. Their access to resources, both social and economic, has far-reaching implications – women's access to education, skills development and economic resources will result in access to credit, information and technology, and the changing world of work, and will therefore benefit society.

Transforming the world of work for women and ensuring their inclusion in mainstream economic activities and employment opportunities requires the elimination of structural barriers and discriminatory laws, policies, practices, and social norms. We need to target inequalities and gaps related to labour force participation, entrepreneurship, equal pay for work of equal value, working conditions, social protection, and unpaid domestic and care work. Addressing gender inequality between men and women and dismantling patriarchal systems remain a key challenge in ensuring women's inclusion in the country in the short, medium, and long term.

Persons with disabilities: In 2020/21, SACO released a report on the landscape assessment of selected venues and facilities. The findings on people with disabilities were summarised as follows:

“The paper indicates that persons with disabilities face inequalities in the CCI in various ways. The main forms of discrimination and inequalities that persist are barriers/challenges in relation to employment, access to consume offerings in the CCI, and content and representation of persons with disabilities. In terms of

access to venues and facilities, the key issue arising from the landscape audit is that most venues/facilities do not state services and support provided for persons with disabilities on their websites. Additionally, the focus tends to be almost exclusively on physical disability, specifically wheelchair parking availability and wheelchair-friendly design. Other types of disabilities, such as visual and hearing impairment, are rarely considered. Key recommendations are forwarded, which includes the need for onsite assessments of venues and facilities, disability mainstreaming, focusing on the implementation of laudable policies that show intent to target and empower persons with disabilities in the CCI, allocation of resources/funding, training and skills development, and developing a comprehensive monitoring and evaluation system. In terms of the latter, key aspects and indicators are proposed which cover venues and facilities, internet access, employment, trained staff, medical support, projects/programmes, policies, funding, content and audience development.”

Improving the economic security of persons with disabilities and their families requires a concerted and coordinated effort by all members of society and organisations. Working together, these organisations need to align legislation, policies, systems, programmes, services, and monitoring and regulatory mechanisms aimed at the creation of decent work, employment schemes, skills development, social protection, environmental accessibility, and the reduction of inequality. Persons with disabilities can and should be active players in building the economy. Given the dictates of the new normal, where virtual communication reigns supreme, it becomes even more critical that ways be found to better reach people with disabilities, especially the visual and hearing impaired. The prioritisation of the visually impaired and people who read differently through mini libraries is one way in which the Department contributes to the empowerment of people with disabilities. The continued support of disability sport reflects itself in the performance in major sport events such as the Paralympics. While more still need to be done, these achievements tend to make those without disabilities believe that they too can do something good with their lives.

Persons with disabilities participate in many of the mass-participation and active nation programmes offered by the Department. In addition, the school sport programmes cater for learners with special educational needs. Goalball, a sport for the visually impaired, is one of the priority codes of the Department and forms part of the school sport championships. Furthermore, codes of sport focusing on people with disabilities benefit through departmental transfer payments that are allocated to them on an annual basis. These include wheelchair basketball, wheelchair tennis and wheelchair table tennis, as well as numerous codes focusing on deaf participants.

DSAC supports the We Can Arts Festival, a multidisciplinary festival which creates a platform for the inclusion of persons with disabilities in all activities and services rendered by the Department. It creates access to social and economic opportunities by persons with disabilities.



The project recognises and honours people with disabilities across the country, and by having Mzansi Magic as a partner the work is televised. Funds are made available from the Community Library Services Conditional Grant to establish services for the blind and print-handicapped/visually impaired readers in new and existing community libraries for easy access to information. Libraries provide easy access to facilities for people with physical disabilities through ramps at the entrance to the library, demarcated parking spaces and special latrine facilities. Refer to Figures 29 to 32

To better support interventions to support and empower women, the youth and people with disabilities, DSAC will work towards the introduction and implementation of systems that provide disaggregated data on these groups and will, in partnership with relevant institutions, conduct research that could generate accurate reports specific to women, youth and person with disabilities. As specific programmes on GBVF are identified, relevant output indicators and targets will be set to support the implementation of the National Strategic Plan on GBVF.



CONTRIBUTION TOWARDS PEOPLE WITH DISABILITIES: ADMIN



3

Assists employees in accordance with the departmental Policy on **Reasonable Accommodation and Assistive Devices** ranging from **Sign Language Interpreting services** to hiring automatic vehicles instead of manual vehicles where necessary

2

Complies with national guidelines regarding the employment of persons with disabilities
(2,60% or 15
people employed by DSAC have some disability or another)



Assisted employees with **Braille Sense computer** and mobile phone monitors, **Acoustic Hoods** and **Zoom Text Magnifiers** with Windows 10

4

1

Partners with different **stakeholders to advocate** for the right of persons with disabilities

Research providing insight into **trends specific to people with a disability**

5

FIGURE 29: ADMINISTRATION CONTRIBUTIONS TOWARDS PEOPLE WITH A DISABILITY



CONTRIBUTION TOWARDS PEOPLE WITH DISABILITIES: RSDP



Goalball, a sport for the visually impaired, is one of the priority codes of the Department and forms part of the school sport championships

6

5

School sport programmes cater for learners with special educational needs.

4

Athletes supported by scientific support – 5% have a disability

3

People actively participating in organised sport and active recreation events – 9% have a disability

2

District and provincial tournaments and championships – 7% have a disability

1

Learners supported to participate at the National School Sport Championships – 7% have a disability



Codes of sport focusing on people with disabilities benefit through departmental transferpayments that are allocated to them on an annual basis - wheelchair basketball; wheelchair tennis and wheelchair table tennis, as well as numerous codes focusing on deaf participants

7

Supporting the Inaugural Down Syndrome World Gymnastics Championships (September 2023)

8

Supporting the Special Olympics South Africa, in delivering Team SA to the Special Olympics World Games (June 2023)

9

Women and Sport Policy

10

FIGURE 30: RSDP CONTRIBUTIONS TOWARDS PEOPLE WITH A DISABILITY



CONTRIBUTION TOWARDS PEOPLE WITH DISABILITIES: ACPD



2

It creates access to social and economic opportunities by persons with disabilities

The project recognises and honours people with disabilities across the country, and by having Mzansi Magic as a partner the work is televised

3

1

Supports the We Can Arts Festival, a multidisciplinary festival which creates a platform for the inclusion of persons with disabilities in all activities and services rendered by the Department



Focuses on development of South African Sign Language as part of a Human Language Technology project

4

FIGURE 31: ACPD CONTRIBUTIONS TOWARDS PEOPLE WITH A DISABILITY



CONTRIBUTION TOWARDS PEOPLE WITH DISABILITIES: HPP

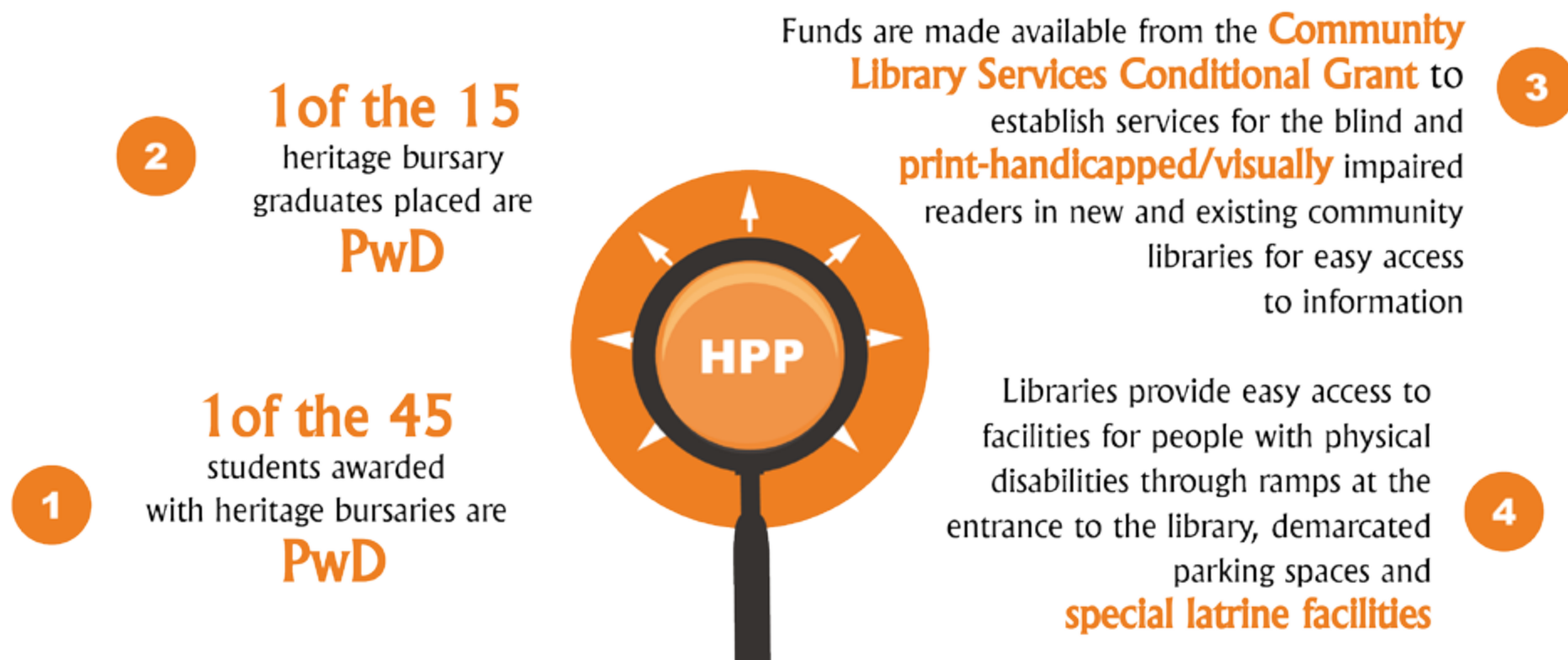


FIGURE 32: HPP CONTRIBUTIONS TOWARDS PEOPLE WITH A DISABILITY



1.1.2 INTERNAL ENVIRONMENT ANALYSIS

Good governance is key to the work of the Department at all levels. The Code of Conduct for public servants informs the conduct of employees across different programmes of the Department. The audit outcomes of the merged Departments indicate that DSAC is on the right path to even better governance and overall leadership. We strive towards having our **financial statements presenting fairly**, in all material respects, the financial position of the Department as at the end of the financial year, including its financial performance and cash flows for the year then ended.

Our target is also to report performance information that is useful and reliable and comply with the specific matters in key legislation set out in the general notice issued. Coupled with this is the development of internal control that will not be found to have significant deficiencies when tested by the Auditor-General of South Africa (AGSA). This supports the observation made by President Ramaphosa during his 2023 SONA that “a professional public service, staffed by skilled, committed, and ethical people, is critical to an effective state and ending corruption, patronage, and wastage”.

The Department conducts **fraud risk assessments** to determine areas of possible fraud in the Department. All stakeholders of the Department (including employees, suppliers, sponsors, sporting federations, funding recipients and the public) have access to the government's anti-corruption hotline to report fraud and related activities. Alleged fraud is reported either via the hotline, in which case the Public Service Commission (PSC) forwards it to DSAC who investigates the case and reports back to the PSC, or it is lodged directly with the Department, in which case it is investigated internally or externally through official service providers like forensic auditors or by law enforcement agencies, such as the SA Police Service or Special Investigation Unit.

In terms of the Financial Disclosure Framework set forth by the Department of Public Service and Administration (DPSA), all senior management service (SMS) members must disclose their financial interests. The requirement to disclose financial interests has now been extended to both level 11-12 and 9-10 managers/officials. In terms of the code of conduct for SCM practitioners, all supply chain practitioners are provided with a code of conduct that they must sign to declare their understanding of the code. The code obligates all SCM practitioners, to the extent required by their position, to declare any business, commercial or financial interests or activities undertaken for financial gain that may raise a possible conflict of interest. Bid evaluation/adjudication committees or teams (BEC/BAC) are required to sign a declaration form regarding their relationship with bidders whose bids are to be considered. The Department complies with the requirements of the above-mentioned obligations to prevent chances of fraud and corruption within its ranks. While we do our best to prevent corruption where it rears its head, we will enforce consequence management for corruption and misconduct.

Emanating from the announcement of President Cyril Ramaphosa on the reconfiguration of government, when the 6th Administration took office, the DAC and SRSA were merged to form the Department of Sport, Arts and Culture (DSAC). Following the merger, a start-up structure (merging of the two structures) was developed and approved in 2019. The Department subsequently saw it necessary to conduct an organisational review and the project was awarded to Vortex Strategic Alignment on 26 November 2021, to be completed prior to 31 March 2023. The Department is currently structured according to four budget programmes, namely: (1) Administration; (2) Recreation Development and Sport Promotion; (3) Arts and Culture Promotion and Development; and (4) Heritage Promotion and Preservation. It is important that the new structure is linked to the DSAC Strategic Outcomes (1-5) and not the structure of the sector (arts, culture, heritage, and sport) as it currently is. Amongst others, the Department listed the following as weaknesses in the SWOT:

- a. *Clarification of roles & responsibilities (Duplication & overlaps with other spheres in sector).*
- b. *Insufficient resources (human & financial) to meet mandate.*
- c. *High level of staff turnover.*
- d. *Cumbersome systems – administration burden.*

It is envisaged that the Vortex Strategic Alignment project will assist to alleviate these.

With the merger of the two Departments, a significant number of vacancies existed. These have been put on hold until the organisational review has been completed with the Executive Management Team (EMT) identifying priority posts that can be filled as a matter of urgency during 2022/23 and 2023/24. The filling of these vacancies is done within the Department's CoE ceiling. With the growing public service wage bill, Departments have again been encouraged to implement stringent compensation containment measures to manage the wage bill (Budget Prioritisation Framework: Towards Budget 2023, DPME, 2022).

The Department complies with the **Broad-Based Black Economic Empowerment Act 53 of 2003**, as amended. To date, the Department boasts three DDGs who are female, and two males (CFO, DDG), as part of the Department's top management, which translates to 60% of women in top management. However, it should be noted that the position of DG is still vacant. In terms of demographics the current profile of the Department (as of February 2023) is illustrated per programme when discussing Programme Resource Considerations.



Speaking at the inaugural Women's Economic Assembly organised by the Department of Women, Children and Persons with Disabilities in October 2021, President Cyril Ramaphosa expressed little satisfaction with the degree to which government was supporting female-owned businesses through state procurement and said this needed to be ramped up significantly. The event was held to discuss economic affairs where it relates to gender equity and the representation of women in key sectors, business ownership as well as the distribution of wealth. The Presidency - working with Departments such as the Department of Women, Social Development, Small Business, Rural Development and Land Reform, and the National Treasury - has mapped out a strategy to achieve the MTSF preferential procurement target of **40% procurement through female owned companies** (as approved by Cabinet) and set-asides for youth enterprises in the public sector. The DSAC BBEEE Report for Quarter 4 2022/23 (to 17 Feb 2023) detailing the procurement percentages awarded to Level 1 suppliers yielded the following: 84% Black women-owned; 90% Black owned; 29% Youth owned and 5.8% owned by a person with a disability. Concerted efforts are still required in this domain to attain the expected set-asides.

DSAC does not currently have an approved business continuity management (BCM) strategy to respond to disruption to DSAC facilities, unavailability of people and daily processes. There are some interim contingency plans in place for ICT and an approved ICT Disaster Recovery Plan, however, there remains a need to develop an integrated **Business Continuity Management Strategy** for the Department; to train business continuity coordinators; to establish a BCM committee; conduct a gap analysis, as well as a threat and vulnerability assessment and to draft business continuity plans. Risk Management will be working on this during 2023/24.

The Performance Management and Development System (PMDS) process for the 2022/23 financial year commenced with staff signing performance agreements with their respective managers by the due date of 31 May 2022. The assessments and moderations relating to the performance thereof will be conducted in 2023/24, with implementation of the related outcomes finalised by end of November 2023. The performance agreements for 2023/24 are set to be signed by the end of May 2023, with the related assessments and moderations to be conducted in the following financial year (2024/25). "Acknowledging excellence" was an opportunity identified in the departmental SWOT.

The ICT Unit is finalising a three-year strategy and an annual IT Plan. The projects identified in the **ICT Strategy** will become part of the annual IT Plan with initiatives that feed into the Annual Performance Plan of the Department. The following projects are planned for development and completion in 2023/24 (1) the Entity Reporting System; and (2) the Archivematica system for the National Archives.

The terms of reference and the awarding of a tender for the Sport Information Management System will be completed in 2023/24. These initiatives will partially mitigate against the threat identified in the DSAC SWOT, namely: "IT is advancing without DSAC keeping pace", and the weaknesses: "cumbersome systems and poor record keeping and tracking".

The anomaly of the budget for infrastructure activities located within Programme 2 while functions lie elsewhere will be managed until the organisational review is concluded so that there is an alignment of responsibility with accountability. It is envisaged that this will only be resolved in 2024/25. DSAC identified "*reengineer Department to correct current imbalances*" as an opportunity in the SWOT analysis conducted.

In terms of internal stakeholder engagement, the policies of the Department are shared with all staff for input before they are presented to top management for adoption or approval. Planning is also a consultative process; planning sessions are held with management and relevant staff in the initial phases and later with all staff before the planning is concluded. This is to enable all staff members to understand where they fit in the bigger picture. The reporting process is report based; project managers report to Monitoring and Evaluation and once the initial assessment is completed, programme performance review sessions are held. This is a precursor to the departmental performance review session that takes place before the meeting with the Audit Committee and the Portfolio Committee.

Recurring weaknesses within DSAC seem to include: "*slow turnaround times*" and "*lack of follow-up on issues*", as identified in the 2022 SWOT. Beneficiaries impact significantly on the Monitoring and Evaluation Unit that experienced the following hindrances when collating performance information in previous cycles: (1) Lack of quality assurance within the branches prior to submission of the reports to Monitoring and Evaluation; (2) Delays in the submission of the portfolio of evidence (reports) by the beneficiaries; and (3) Indicators whose implementation is not fully in the control of the Department. Cognisance was taken of these when planning for 2023/24 and a *Policy for Performance Monitoring and Reporting of Predetermined Objectives* to enhance compliance by effecting consequence management for non-compliance was developed.

2. OVERVIEW OF THE 2023/24 BUDGET AND MTEF ESTIMATES

Over the medium term, the Department will continue developing, transforming, preserving, protecting, and promoting sport, arts, and culture at all levels of participation to foster an active, winning, creative and socially cohesive nation. In support of this, over the period ahead, the Department will focus on creating job opportunities to contribute to economic growth, promoting social cohesion and facilitating nation building, developing, and promoting sport and recreation, transforming, and building capacity in the arts and culture sector, and building and maintaining heritage assets.

Expenditure is expected to increase at an average annual rate of 0.7 per cent, from R6.3 billion in 2022/23 to R6.4 billion in 2025/26. Transfers and subsidies account for 80.4 per cent (R15.3 billion) of the Department's spending over the MTEF period. The Department's total budget amounts to R18.9 billion over the next 3 years, which includes a baseline increase of R26.4 million for cost-of-living adjustments.

TABLE XI: DSAC VOTE EXPENDITURE TRENDS AND ESTIMATES BY PROGRAMME AND ECONOMIC CLASSIFICATION.

R thousand	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Administration	458,816	485,287	459,174	457,873	454,650	472,006	490,287
Recreation Development and Sport Promotion	1,348,537	982,787	1,352,547	1,426,953	1,448,927	1,514,408	1,586,509
Arts and Culture Promotion and Development	1,192,969	1,562,857	1,261,895	1,752,065	1,791,184	1,391,445	1,453,908
Heritage Promotion and Preservation	2,468,193	2,144,585	2,570,044	2,668,562	2,662,922	2,782,282	2,905,098
Total	5,468,515	5,175,516	5,643,660	6,305,453	6,357,683	6,160,141	6,435,802
Economic classification							
Current payments	938,801	796,198	843,770	1,054,261	998,953	1,024,482	1,074,894
Compensation of employees	346,879	333,740	335,949	385,766	385,269	402,042	419,739
Goods and services	591,922	462,458	507,821	668,495	613,684	622,440	655,155
Interest	1	-	-	-	-	-	-
Interest and rent on land	1	-	-	-	-	-	-
Transfers and subsidies	4,481,360	4,284,850	4,731,841	5,092,464	5,072,729	4,911,018	5,233,750
Provinces and municipalities	2,121,219	1,520,934	2,087,909	2,176,061	2,174,760	2,272,428	2,374,233
Departmental agencies and accounts	1,866,138	2,233,407	2,067,267	2,386,335	2,356,660	2,086,125	2,281,193
Higher education institutions	4,445	5,888	4,392	9,453	7,403	6,978	8,103
Foreign governments and international organisations	4,372	5,238	5,511	5,940	5,929	6,265	6,505
Public Corporations	109,161	54,941	108,092	88,883	94,705	103,455	111,114
Non-profit institutions	350,148	444,786	414,423	394,607	406,793	408,320	423,926
Households	25,877	19,656	44,247	31,185	26,479	27,447	28,676



	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Payments for capital assets	47,511	94,454	56,285	158,728	286,001	224,641	127,158
Buildings and other fixed structures	-	-	26,065	-	60,460	82,955	30,009
Transport equipment	668	-	-	-	-	-	-
Other machinery and equipment	3,913	11,037	8,474	12,847	8,413	8,015	8,643
Heritage assets	39,647	83,302	21,306	144,381	212,128	127,671	82,506
Software and other intangible assets	3,283	115	440	1,500	5,000	6,000	6,000
Payments for financial assets	842	14	11,764	-	-	-	-
Total	5,468,515	5,175,516	5,643,660	6,305,453	6,357,683	6,160,141	6,435,802

The following indicators have been selected and included in the 2023 Estimate of National Expenditure (ENE):

- Number of people actively participating in organised sport and active recreation events per year.
- Number of schools, hubs and clubs provided with equipment and/or attire per year as per established norms and standards.
- Number of athletes supported by sports academies per year.
- Number of athletes supported through the scientific support programme per year.
- Number of community conversations/dialogues implemented to foster social interaction per year.
- Number of artists placed in schools per year.
- Number of bursaries awarded for the development of qualified language practitioners per year.
- Number of projects in the creative industry supported through the Mzansi Golden Economy programme per year.
- Number of libraries financially supported per year.
- Number of students awarded with heritage bursaries per year.



PART C: MEASURING PERFORMANCE



1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 PROGRAMME 1: ADMINISTRATION

1.1.1 PURPOSE

Provide strategic leadership, management, and support services to the Department.

SUB-PROGRAMMES

Ministry includes the Minister's and Deputy Minister's salaries, direct office support costs, travel costs and that of their staff, salaries of all advisory staff as well as residential and car allowances.

Management includes the costs of the Director-General, the programme manager of the Administration programme and Internal Audit.

Strategic Management and Planning includes research and policy, monitoring and evaluation and strategic planning.

Corporate Services includes human resources, information technology; marketing and communication; risk management and legal services.

Office of the Chief Financial Officer includes management of the financial administration.

Office Accommodation includes activities and costs relating to office accommodation functions provided by the Administration programme.



1.1.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22		2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25
CORPORATE SERVICES													
Compliant and responsive governance	Internship programme.	ADMIN 1.1 Percentage of interns enrolled against funded posts	-	5,8%	5,6%	5%	5%	-	-	-	5%	5%	5%
Compliant and responsive governance	Services modernized	ADMIN 1.2 Number of prioritised manual services modernised	2	0	1	2	2	-	-	-	2	2	2
Transformed, capable and professional sport, arts and culture sector	SAC awareness campaigns	ADMIN 1.3 Number of SAC awareness campaigns activated to profile the work of the Department	7	4	9	4	4	-	-	-	4	4	4
Compliant and responsive governance	Izimbizo hosted	ADMIN 1.4 Number of Izimbizo held	20	-	-	9	9	3	3	2	1	9	9
OFFICE OF THE CHIEF FINANCIAL OFFICER													
Compliant and responsive governance	Valid invoices paid within 30 days	ADMIN 1.5 Percentage of valid invoices paid within 30 days	99,5%	99,92%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Compliant and responsive governance	Fully constituted councils/boards of public entities	ADMIN 1.6 Percentage of councils/boards that are fully constituted	NPI	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

1.1.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme 1 contribute predominately to DSAC Outcome 3: Transformed, capable and professional sport, arts, and culture sector, and 5: Compliant and responsive governance. Refer to Tables V and VII in the Updated Situational Analysis where it is illustrated how each of the Programme 1 outputs contribute to the Department achieving its intended outcomes.

Towards achieving compliant and responsive governance the Department capacitates human resources through the internship programme, whilst service delivery is enhanced by timeously paying invoices; by modernizing manual IT services and by holding at least 9 focused engagements (Izimbizo) with small groups of people on an annual basis. By increasing awareness of the sport, art and culture offerings and

opportunities the Department is contributing towards a transformed, capable, and professional sector. This is supported by annually activating 4 awareness campaigns profiling the work of the Department.

The Marketing and Communications chief directorate will raise awareness of DSAC programmes using predominantly four campaigns, namely: My National Day; Golekane; I am the Flag and the I choose 2B active campaign.



1.1.4 PROGRAMME RESOURCE CONSIDERATION - BUDGET AND MTEF ESTIMATES

TABLE XII: ADMINISTRATION EXPENDITURE TRENDS AND ESTIMATES BY SUBPROGRAMME AND ECONOMIC CLASSIFICATION.

	Audited outcome			Adjusted	Medium-term expenditure estimate		
	2019/20	2020/21	2021/22	appropriation 2022/23	2023/24	2024/25	2025/26
R thousand							
Subprogrammes							
Ministry	8,704	4,379	4,423	4,583	4,690	4,974	5,116
Management	87,067	59,940	61,542	73,012	69,747	71,727	73,024
Strategic Management and Planning	20,095	17,836	17,909	22,111	20,117	20,584	22,602
Corporate Services	162,386	146,918	168,253	163,693	169,515	174,706	181,431
Office of the Chief Financial Officer	69,779	59,054	58,083	69,084	64,473	68,243	70,438
Office Accommodation	110,785	197,160	148,964	125,390	126,108	131,772	137,676
Total	458,816	485,287	459,174	457,873	454,650	472,006	490,287
Economic classification							
Current payments	445,787	473,308	437,628	444,530	441,133	457,882	475,530
Compensation of employees	183,980	168,890	165,318	187,863	182,954	187,925	193,570
Goods and services	261,807	304,418	272,310	256,667	258,179	269,957	281,960
Interest	1	-	-	-	-	-	-
Interest and rent on land	1	-	-	-	-	-	-
Transfers and subsidies	4,663	930	1,344	496	104	109	114
Provinces and municipalities	4	26	18	-	-	-	-
Departmental agencies and accounts	77	-	257	104	104	109	114
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	-	-	-	-	-
Public corporations and private enterprises	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-
Households	4,582	904	1,069	392			
Payments for capital assets	7,677	11,037	8,741	12,847	13,413	14,015	14,643
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	668	-	-	-	-	-	-
Other machinery and equipment	3,877	11,037	8,474	12,847	8,413	8,015	8,643
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	3,132	-	267	-	5,000	6,000	6,000
Payments for financial assets	688	12	11,461	-	-	-	-
Total	458,816	485,287	459,174	457,873	454,650	472,006	490,287

In terms of human resources Table XIII reflects the Programme one component.

TABLE XIII: PROGRAMME ONE HUMAN RESOURCE DEMOGRAPHIC

SALARY LEVEL	DISABILITY	COLOURED MALE	COLOURED FEMALE	INDIAN MALE	INDIAN FEMALE	AFRICAN MALE	AFRICAN FEMALE	WHITE MALE	WHITE FEMALE	TOTAL FILLED	FUNDED VACANT POSITIONS	POSTS ADDITIONAL TO ESTABLISHMENT	TOTAL POSTS
Interns						4	8			12		12	12
Level 1										0			0
Level 2						4	8	1		13		8	13
Level 3						2	8			10	1		11
Level 4						2				2			2
Level 5						11	5		1	17	6		23
Level 6						4	4			8			8
Level 7		1			1	11	24		3	40	12		52
Level 8						5	14	4	1	24	7		31
Level 9						13	17	1	2	33	13		46
Level 10						4	8		1	13	2		15
Level 11				1	1	18	14		2	36	8		44
Level 12		1	1			7	9	2	2	22	2		24
Level 13					2	9	8	1		20	1		21
Level 14		1					2			3	1		4
Level 15							1			1	1		2
Level 16						2	1			3	1		4
TOTAL	0	3	1	1	4	96	131	9	12	257	55	20	312

With 312 posts Programme One boosts the largest staff component, with African females (131) filling many of the posts, followed by African males (96). Most of the posts additional to the establishment are filled by interns (12). With 55 funded vacant posts, Programme One has an 18% vacancy rate.



1.2 PROGRAMME 2: RECREATION DEVELOPMENT AND SPORT PROMOTION

1.2.1 PURPOSE:

Support the provision of mass-participation opportunities, the development of elite athletes, and the regulation and maintenance of facilities.

SUB-PROGRAMMES

Winning Nation supports the development of elite athletes.

Active Nation supports the provision of mass participation opportunities in sport and recreation.

Infrastructure Support regulates and manages the provision of sport and recreation, and arts and culture facilities. This subprogramme also provides technical support during the construction, repair and renovation of buildings belonging to public entities and other institutions in the sport, arts, and culture sector.

1.2.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
WINNING NATION													
Transformed, capable and professional sport, arts and culture sector	High-performance athletes supported.	RDSP 2.1 Number of athletes supported through the scientific support programme per year (MTSF: 80 + 40 + 80 + 80 + 80 = 360) (ENE: 80)	175	40	342	80	80	0	40	40	0	80	80
Transformed, capable and professional sport, arts and culture sector	Talented athletes developed	RDSP 2.2 Number of athletes supported by sports academies (MTSF:3 700 + 1 850 + 3 700 + 3 700 + 3 700 = 16 650) (ENE: 3 700) Standardised	4174	2 249	8 859	3 700	3 700	500	1000	1200	1000	3 700	3 700

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
ACTIVE NATION													
A diverse, socially cohesive society with a common national identity	Participation in sport and recreation.	RDSP 2.3 Number of people actively participating in organised sport and active recreation events (MTSF: 350 000 + 5 000 + 330 000 + 315 000 + 295 000 = 1 295 000) (ENE: 295 000)	462 592	58 439	332 053	315 000	295 000	70 000	75 000	75 000	75 000	296 561	300 000
A diverse, socially cohesive society with a common national identity	Sport and recreation promotion campaigns and events.	RDSP 2.4 Number of sport and recreation promotion campaigns and events implemented. (MTSF: 8 + 2 + 8 + 8 + 8 = 34) (ENE: 8)	8	3	8	8	8	1	2	3	2	8	8
Transformed, capable and professional sport, arts, and culture sector	Provision of sports equipment and attire.	RDSP 2.5 Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards. (MTSF: 2 500 x 5 = 12 500) (ENE: 2 500) Standardised	3 762	3 936	4 732	2 500	2 500	-	500	1 000	1 000	2 500	2 500
Transformed, capable and professional sport, arts, and culture sector	Talented athletes developed	RDSP 2.6 Number of learners in the National School Sport Championship per year. (MTSF: 5 000 x 4 = 20 000) (ENE: 5 000)	5 408	0	2 309	5 000	5 000	-	2500	2500	-	5 000	5 000



Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
Transformed, capable and professional sport, arts and culture sector	Talented athletes developed	RDSP 2.7 Number of learners participating in the district school sport tournaments. (MTSF: 50 000 + 0 + 75 000 + 75 000 + 75 000 = 275 000) (ENE: 75 000) Standardised	164 413	-	101 740	75 000	75 000	10 000	30 000	30 000	5 000	75 000	75 000
INFRASTRUCTURE SUPPORT													
Integrated and accessible SAC infrastructure and information	Sports infrastructure projects	RDSP 2.8 Number of municipalities provided with technical and / or management support during construction. (MTSF: 40 + 35 + 50 + 50 + 50 = 225) (ENE: 50)	43	35	106	50	50	50	50	50	50	50	50
Integrated and accessible SAC infrastructure and information	Outdoor gyms and playparks.	RDSP 2.9 Number of community outdoor gyms and children's play parks constructed (MTSF: 10 X 5 = 50) (ENE: 10)	10	10	6	10	10	-	-	-	10	10	10

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
Integrated and accessible SAC infrastructure and information	National heritage legacy facilities.	RDSP 2.10 Number of heritage legacy facilities (including the Resistance and Liberation Heritage Route [RLHR] sites) developed and/or maintained to transform the national heritage landscape. (MTSF: 1 + 1 + 3 = 5) (ENE = 3)	1	2	0	3	3	-	-	-	3	3	3

NOTE: The MTSF target "Percentage of national federations meeting 50% or more of all prescribed charter transformation targets" has not been included in the 2023/24 APP. It is dependent on several factors which the Department has no control of, and as such it will be tracked in the operational plan

- NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

ENE - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2023 Estimate of National Expenditure.

ENE - Although this is not a selected performance indicator, the target has been committed in the 2023 Estimate of National Expenditure.



1.2.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme Two contribute predominately to DSAC Outcomes 2: A diverse, socially cohesive society with a common national identity, 3: Transformed, capable and professional sport, arts and culture sector, and 4: Integrated and accessible SAC infrastructure and information. Refer to Tables II, V and VI in the Updated Situational Analysis where it is illustrated how each of the Programme Two outputs contribute to the Department achieving its intended outcomes.

The enormous potential of sport, its global reach, its universal language, its contribution to healthier lives, its impact on communities in general, and young people, is a fact that is increasingly being recognised around the world. The social benefits derived from physical activity are numerous and sport programmes can also empower and promote the inclusion of marginalised groups, especially women, the youth, rural communities, and people with disabilities. Equally, the National Development Plan (NDP) recognises that sport plays an important role in promoting wellness and social cohesion through increased interaction across race and class. The Programme has immense value in using sport and recreation to promote social cohesion across society through increased interaction across race and class.

The Programme is structured in line with the NSRP, which is based on the pillars of: Active Nation, Winning Nation, and Enabling Environment. These pillars are supported by cross-cutting issues such as transformation. Its work centres on enabling mass participation opportunities, the development of elite athletes, and the regulation of the provision of sport, arts, and culture facilities.

Programme Two plays a significant role in contributing towards a diverse, socially cohesive society with a common national identity. Resources are allocated annually to (1) encourage an active nation and contribute to improving the overall wellbeing of South Africans through lifelong participation in active recreation by facilitating the delivery of at least five active recreation programmes, reaching at least 45 000 participants; (2) inspire lifelong physical activity by providing mass sport participation opportunities to at least 5 000 community members in three sport promotion events; (3) increase the provision of opportunities for mass participation in sport and recreation in all provinces by providing management and financial support through the mass participation and sport development grant; and in partnership with the communications unit, showcase South African sports stars by hosting four events (the South African Sports Awards, the Ministerial Outstanding Sports Performance Accolades, the Andrew Mlangeni Green Jacket Awards and the Honouring Women in Sport Awards) that acknowledge achievements in the sport and recreation sector.

A transformed, capable and professional sport, arts, and culture sector is supported by Programme Two where resources are focused each year to: (1) contribute towards a winning nation by coordinating scientific support services for 80 elite athletes; (2) create an enabling environment that supports high-performance athletes to excel at international level, thereby inspiring a winning nation; (3) foster transformation within the sport and recreation sector by monitoring the implementation of the Eminent Persons Group (EPG) findings and recommendations of 19 sport federations and broadly helping them to reach their respective transformation targets by March 2024 - ensure the EPG findings and recommendations of identified sporting federations are implemented; (4) increase learners' access to sport at schools by supporting 75 000 learners to participate in district school sport championships and 5 000 learners in the national school sport championship, and by providing equipment and attire to 2 500 schools, hubs and clubs; (5) develop an ethical sporting sector by financially supporting the South African Institute for Drug-Free Sport and ensuring that commitments to the World Anti-Doping Agency are upheld; (6) advance an effectively and efficiently regulated boxing sector by supporting Boxing South Africa as an entity of Government; and (7) to improve the delivery of sport and recreation by annually providing financial and non-financial support to 60 sport and recreation bodies.

In terms of establishing integrated and accessible SAC infrastructure and information, Programme Two is committed annually to: (1) help 50 municipalities to comply with facility norms and standards by providing technical and/or management support during the construction phase of sport and recreation facilities; (2) preserve and promote South African heritage, a national memory, and an informed reading nation by constructing, upgrading, maintaining, repairing, and renovating the Department's buildings, and providing quarterly progress reports dealing with developing and/or maintaining three heritage legacy facilities (the Isibhubhu Cultural Arena, the Sarah Baartman Centre and the J L Dube Amphitheatre); (3) provide accessible infrastructure to communities by constructing 10 community gyms and play parks, and 10 multipurpose sports courts; and to (4) financially support 18 public entities with their infrastructure upgrades on an annual basis.

TABLE XIV: RECREATION DEVELOPMENT AND SPORT PROMOTION EXPENDITURE TRENDS AND ESTIMATES BY SUB-PROGRAMME AND ECONOMIC CLASSIFICATION

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Subprogrammes							
Winning Nation	219,493	317,337	253,603	279,219	261,457	273,528	285,578
Active Nation	755,146	433,510	692,614	728,245	731,447	764,021	799,047
Infrastructure Support	373,898	231,940	406,330	419,489	456,023	476,859	501,884
Total	1,348,537	982,787	1,352,547	1,426,953	1,448,927	1,514,408	1,586,509
Economic classification							
Current payments	144,266	71,466	102,913	184,961	191,398	181,864	194,666
Compensation of employees	28,371	28,126	31,843	36,123	36,704	38,429	40,577
Goods and services	115,895	43,340	71,070	148,838	154,694	143,435	154,089
Interest	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	1,164,453	828,019	1,202,263	1,097,611	984,941	1,121,918	1,279,328
Provinces and municipalities	620,016	368,184	591,055	603,511	603,960	631,084	659,357
Departmental agencies and accounts	344,212	152,308	345,127	256,229	163,280	277,585	398,226
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	-	-	115	139	150	157	164
Public corporations and private enterprises	400	500	-	616	-	-	-
Non-profit institutions	195,935	303,268	261,116	231,682	211,751	207,032	215,250
Households	3,890	3,759	4,850	5,434	5,800	6,060	6,331
Payments for capital assets	39,798	83,302	47,371	144,381	272,588	210,626	112,515
Buildings and other fixed structures	-	-	26,065	-	60,460	82,955	30,009
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	-	-	-	-	-	-	-
Heritage assets	39,647	83,302	21,306	144,381	212,128	127,671	82,506
Software and other intangible assets	151	-	-	-	-	-	-
Payments for financial assets	20	-	-	-	-	-	-
Total	1,348,537	982,787	1,352,547	1,426,953	1,448,927	1,514,408	1,586,509



Sport has the potential to bring together diverse groups and create a socially cohesive society with a common national identity. In recognition of this, the Department has allocated R4.6 billion over the MTEF period to the Recreation Development and Sport Promotion programme. Of this amount, R1.9 billion over the medium term will be channelled to the mass participation and sport development grant for programmes such as Move for Health, the national indigenous games festival, the Big Walk, National Recreation Day, national youth camps and various outreach programmes. To encourage the development of young people through sport and enable them to showcase their skills at events such as the national school sport championship, an estimated 50.5 per cent (R2.3 billion) of the programme's budget is allocated to the Active Nation subprogramme over the next 3 years.

Approximately R9 million of the allocation to the mass participation and sport development grant in 2023/24 in the Active Nation subprogramme is earmarked for supporting South Africa's hosting of the 2023 Netball World Cup. The Department invested R136.3 million between 2018/19 and 2023/24 to enable the hosting of the tournament, and the 2023/24 allocation is expected to help mobilise people to participate in public viewing programmes to support the South African team.

In terms of human resources Table XV reflects the Programme Two component.

TABLE XV: PROGRAMME 2 HUMAN RESOURCE DEMOGRAPHIC

SALARY LEVEL	DISABILITY	COLOURED MALE	COLOURED FEMALE	INDIAN MALE	INDIAN FEMALE	AFRICAN MALE	AFRICAN FEMALE	WHITE MALE	WHITE FEMALE	TOTAL FILLED	FUNDED VACANT POSITIONS	POSTS ADDITIONAL TO ESTABLISHMENT	TOTAL POSTS
Interns						5	6			11		11	11
Level 1										0			0
Level 2										0			0
Level 3										0			0
Level 4										0			0
Level 5						1	2			3	5		8
Level 6							4			4	1		5
Level 7						4	6			10	2		12
Level 8						2	3			5			5
Level 9						4	4			8	5		13
Level 10							2		1	3	1		4
Level 11						3	3			6	6		12
Level 12							2			2	1		3
Level 13						3	3			6	2		8
Level 14						3				3			3
Level 15					1					1			1
Level 16										0			0
TOTAL	0	0	0	0	1	25	35	0	1	62	23	11	85

With 85 posts Programme Two has the smallest staff component within DSAC. African females (35) fill most of the posts, followed by African males (25). Most of the posts additional to the establishment are filled by interns (11). With 23 funded vacant posts, Programme Two has a 27% vacancy rate.

1.3 PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT

1.3.1 PURPOSE

Promote and develop arts, culture, and languages, and implement the national social cohesion strategy.

SUB-PROGRAMMES

National Language Services promotes the use and equal status of all official languages. This entails the development of language terminologies and human language technology, translation and editing services in all official languages, and the awarding of bursaries.

Cultural and Creative Industries Development supports cultural and creative industries by developing strategies, implementing sector development programmes, supporting sector organisations' programmes, and providing training support to arts and culture practitioners.

1.3.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
NATIONAL LANGUAGE SERVICES													
Integrated and accessible SAC infrastructure and information	Human Language Technology projects	ACPD 3.1 Number of multi-year human language technology projects supported. MTSF: 6 + 6 + 4 + 4 + 4 = 24) (ENE: 6)	6	6	6	6	6	-	2	3	1	6	6
Integrated and accessible SAC infrastructure and information	Official languages promoted and developed	ACPD 3.2 Percentage of official documents received that are translated and / or edited. (MTSF: 100%)	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

International Cooperation assists in building continental and international relations for the promotion and development of South African sport, arts, culture, and heritage by actively participating and influencing decision-making in identified multilateral organisations and bilateral fora.

Social Cohesion and Nation Building implements the national social cohesion strategy and brings targeted groups in arts, culture, and heritage, including arts and culture in schools, into the mainstream. This sub-programme is also responsible for the coordination of Priority 6 (social cohesion and safer communities) of the government's 2019-2024 medium-term strategic framework.

Mzansi Golden Economy seeks to create economic and job opportunities in the arts, culture, and heritage sector by supporting programmes designed to develop audiences, stimulate demand, increase market access, and develop skills.

The Department transfers funds to the **National Film and Video Foundation** in support of the development of skills, and local content and marketing South Africa's film, audio-visual and digital media industry.



Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
Transformed, capable and professional sport, arts and culture sector	Bursaries	ACPD 3.3 Number of bursaries awarded for the development of qualified language practitioners per year. (MTSF: 300 + 300 + 250 + 250 + 250 = 1350) (ENE: 250)	458	486	301	250	250	-	-	250	-	250	250
CULTURAL AND CREATIVE INDUSTRIES DEVELOPMENT													
Increased market share of, and job opportunities in the sport, cultural and creative industries	Market access programmes.	ACPD 3.4 Number of local and international market access platforms supported. (ENE: 15)	12	6	12	15	15	-	-	7	8	15	15
Transformed, capable and professional sport, arts and culture sector	Capacity building projects.	ACPD 3.5 Number of capacity building projects supported. (ENE: 22)	12	10	20	22	22	-	-	-	22	22	22
A diverse socially cohesive society with a common national identity	Provincial Community Arts Development Programmes.	ACPD 3.6 Number of Provincial Community Arts Development Programmes implemented per year (MTSF: 9 x 5 = 45) (ENE: 9)	7 ¹	8	7	9	9	-	-	-	9	9	9
A diverse socially cohesive society with a common national identity	Youth-focused arts development programmes.	ACPD 3.7 Number of youth focused arts development programmes financially supported. (ENE: 4)	1	2	4	4	4	-	1	1	2	4	4

¹. Unaudited performance

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
A diverse socially cohesive society with a common national identity	Gender Based Violence and Femicide projects.	ACPD 3.8 Number of initiatives against gender-based violence and femicide financially supported.	NPI	1 programme	1 programme	3	3	-	-	-	3	3	3
INTERNATIONAL COOPERATION													
Increased market share of, and job opportunities in the sport, cultural and creative industries	International Relations Strategy.	ACPD 3.9 Number of International Relations Strategies developed.	NPI	NPI	NPI	NPI	1	-	-	-	1	4 Progress reports on the implementation of the IR Strategy	4 Progress reports on the implementation of the IR Strategy
SOCIAL COHESION AND NATION BUILDING													
A diverse socially cohesive society with a common national identity	Moral Regeneration Movement projects.	ACPD 3.10 Number of moral regeneration projects supported by Government (MTSF: 5 projects pa)	1 Programme	5	0	5	5	-	-	-	5	5	5
A diverse socially cohesive society with a common national identity	Community conversations.	ACPD 3.11 Number of community conversations / dialogues implemented to foster social interaction per year. (MTSF: 9 + 10 + 20 + 20 + 20 = 79) (ENE = 20) Standardised	9	10	20	20	20	5	5	5	5	20	20
A diverse socially cohesive society with a common national identity	Advocacy platforms on social cohesion.	ACPD 3.12 Number of advocacy platforms on social cohesion implemented by social cohesion advocates. (MTSF: 20 + 15 + 20 + 20 + 20 = 95) (ENE: 20)	20	20	47	20	20	5	5	5	5	20	20



Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
A diverse socially cohesive society with a common national identity	Target Groups programmes.	ACPD 3.13 Number of projects through which target groups are supported	NPI * *Previous indicator was structured differently	NPI *	NPI *	8	8	-	-	-	8	8	8
A diverse socially cohesive society with a common national identity	National days' celebrations. National days' celebrations.	ACPD 3.14 Number of National Days' celebrations held. (ENE = 6)	7	-	-	6	6	2	2	1	1	6	6
MZANSI GOLDEN ECONOMY													
Increased market share of, and job opportunities in the sport, cultural and creative industries	Mzansi Golden Economy programme	ACPD 3.15 Number of projects in the creative industry supported through the Mzansi Golden Economy programme (MTSF: 70 + 12 + 67 + 67 + 67 = 283) (ENE: 90)	71	13	68	67	90	9	11	18	52	90	90
Transformed, capable and professional sport, arts and culture sector.	Artists placed in schools.	ACPD 3.16 Number of artists placed in schools per year. (ENE: 340)	382	0	325	300	340	-	-	-	340	340	340
Integrated and accessible SAC infrastructure and information.	SACO research reports.	ACPD 3.17 Number of reports produced by SACO. (ENE: 16)	37	13	21	16	16	-	-	-	16	16	16

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
NATIONAL FILM AND VIDEO FOUNDATION													
Increased market share of, and job opportunities in the sport, cultural and creative industries	Films and documentaries.	ACPD 3.18 Number of films and documentaries supported telling stories of the history of liberation, and heritage importance. (MTSF: 30)	NPI	NPI	10	10	10	-	-	-	10	10	10

NOTE:
The MTSF indicator "A social compact" has been excluded from the 2023/24 APP. A draft Social Cohesion and Nation Building Compact is in place, but the current environment is not conducive to compacting.
The MTSF indicator "Number of monitoring reports on the implementation of a social compact for social cohesion and nation building" has been removed as finalization of the social compact has proven to be more complex than initially expected.

NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

ENE - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2023 Estimate of National Expenditure.

ENE - Although this is not a selected performance indicator, the target has been committed in the 2023 Estimate of National Expenditure.

1.3.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme Three contribute predominately to DSAC Outcomes 1: Increased market share of, and job opportunities in the sport, cultural and creative industries; 2: A diverse, socially cohesive society with a common national identity; 3: Transformed, capable and professional sport, arts and culture sector; and 4: Integrated and accessible SAC infrastructure and information. Refer to Tables I, II, V, and VI in the Updated Situational Analysis where it is illustrated how each of the Programme 3 outputs contribute to the Department achieving its intended outcomes.

Programme Three is the core budget programme in DSAC mandated to increase the market share of and create job opportunities in sport, cultural and creative industries. Various initiatives are implemented annually with the intention to (1) develop, protect, and promote the sector by supporting 90 cultural and creative sector projects through the programmes of the Mzansi Golden Economy strategy; (2) contribute towards economic transformation by creating 12 000 job opportunities across the work streams and cultural development programmes of the Mzansi Golden Economy strategy; and to (3) expand the production and dissemination of local content by strengthening partnerships locally and internationally and supporting 15 market access platforms. By March 2024 it is projected that the PESP would have created

approximately 40 000 job opportunities within the sector. This outcome is further supported by building relations and partnerships locally and internationally at global, continental, and regional levels. Strategic bilateral and multilateral relations are managed and strengthened by actively participating and influencing decision-making in intergovernmental forums such as the United Nations, the African Union, SADC, and the Commonwealth. Through its' international relations work, the Programme further contributes to the government priority on 'Better Africa and World'.

In striving towards a diverse, socially cohesive society with a common national identity, Programme 3 is resourced to commemorate 6 national days annually; monitor the implementation of the recommendations of the social cohesion compact once completed; host 20 community conversations and 20 social cohesion advocacy platforms; and to support 5 moral regeneration projects each year. Furthermore, 4 arts and social development programmes and 4 youth-focused arts development programmes are supported annually to transform the sector. Financial support is provided to 9 provincial community arts development programmes resourcing them annually to lead, coordinate and implement arts programmes; whilst 3 targeted initiatives are supported to eliminate the scourge of Gender-Based Violence and Femicide all contributing to a more socially cohesive society.

Achieving the outcome of a transformed, capable, and professional sport, arts and culture sector, Programme 3 builds capacity in human resources and promotes excellence in the arts, culture, and heritage sector by annually providing 250 bursaries towards the development of qualified language practitioners; supporting 22 capacity building programmes; implementing schools-based arts education programmes in partnership with the Department of Basic Education; placing 340 experienced artists and/or arts practitioners in schools

to assist and support creative arts teachers; and supporting 8 projects that empower target groups (women, children, people with disabilities and older persons).

Programme Three is resourced to drive integrated outcomes-based research, planning, monitoring and evaluation across the sport, arts, culture, and heritage sector by annually producing 16 reports through the South African Cultural Observatory. It also develops and promotes official languages by annually supporting 6 multi-year human language technology projects and translating and/or editing official documents. These

projects are very influential in DSAC offering integrated and accessible infrastructure and information to the sport, arts, and culture sector.

1.3.4 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

TABLE XVI: ARTS AND CULTURE PROMOTION AND DEVELOPMENT EXPENDITURE TRENDS AND ESTIMATES BY SUB-PROGRAMME AND ECONOMIC CLASSIFICATION.

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Subprogrammes							
National Language Services	50,740	46,808	50,335	55,736	61,821	65,863	69,398
Pan South African Language Board	120,857	110,790	120,913	123,124	122,936	129,115	134,899
Cultural and Creative Industries Development	102,337	69,480	103,906	160,867	130,026	135,737	141,971
International Cooperation	39,924	29,832	37,389	42,988	41,630	43,731	45,487
Social Cohesion and Nation Building	65,052	28,731	65,276	69,546	68,420	71,537	74,588
Mzansi Golden Economy	273,836	162,855	277,427	694,343	744,765	310,624	324,538
Performing Arts Institutions	284,059	330,986	307,292	318,570	332,879	349,295	364,691
National Film and Video Foundation	140,403	312,131	145,920	155,932	156,821	156,510	163,522
National Arts Council	115,761	471,244	153,437	130,959	131,886	129,033	134,814
Total	1,192,969	1,562,857	1,261,895	1,752,065	1,791,184	1,391,445	1,453,908
Economic classification							
Current payments	252,610	176,695	213,904	281,783	252,271	262,695	275,535
Compensation of employees	78,344	79,170	80,593	89,063	91,285	96,741	101,456
Goods and services	174,266	97,525	133,311	192,720	160,986	165,954	174,079
Interest	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-
Transfers and subsidies	940,234	1,386,160	1,047,748	1,470,282	1,538,913	1,128,750	1,178,373
Provinces and municipalities	-	-	1,000	-	-	-	-
Departmental agencies and accounts	672,827	1,185,284	774,409	1,199,612	1,243,203	816,310	846,501
Higher education institutions	4,445	5,888	4,392	9,453	7,403	6,978	8,103
Foreign governments and international organisations	2,347	3,102	2,890	3,319	3,360	3,580	3,700
Public corporations and private enterprises	108,761	53,706	98,572	88,267	91,705	100,455	111,114
Non-profit institutions	139,673	128,861	134,038	149,409	177,593	185,075	191,871
Households	12,181	9,319	32,447	20,222	15,649	16,352	17,084

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Subprogrammes							
Payments for capital assets	17	-	-	-	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	17	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	-	-	-	-	-	-	-
Payments for financial assets	108	2	243	-	-	-	-
Total	1,192,969	1,562,857	1,261,895	1,752,065	1,791,184	1,391,445	1,453,908

In addition to their role in instilling social and cultural values and fostering a national identity among South Africans, the cultural and creative industries have the potential to contribute to economic growth, employment, and international trade. The Mzansi Golden Economy programme seeks to unlock this potential by facilitating the creation of job opportunities in the arts, culture, and heritage sector by supporting interventions designed to develop audiences, stimulate demand, increase market access and develop skills. R1.4 billion over the medium term is allocated to the Mzansi Golden Economy programme through the Arts and Culture Promotion and Development programme. These funds will mainly be used to create 36 000 job opportunities in the cultural and creative industry. Mzansi Golden Economy projects include community arts development programmes; incubators and other skills development initiatives; and national and provincial flagships. R60 million of this allocation is earmarked for placing 1 020 artists in schools over the next 3 years with the aim of developing and improving art practitioners' pedagogical capabilities and skills for them to collaborate with educators in schools and other learning centres and communicate and interact more effectively with learners.

The presidential employment stimulus programme was launched in October 2020 to mitigate the economic impact of the COVID-19 pandemic across all sectors. The initiative's reach into the creative industry is realised through the creative industries stimulus, which is allocated R462 million in 2023/24 to create a targeted 40 000 jobs.

The Social Cohesion and Nation Building subprogramme implements the national social cohesion strategy; brings into the mainstream targeted groups in arts, culture, and heritage, including arts and culture in schools; and is responsible for the coordination of the Department's commitment to priority 6

(social cohesion and safer communities) of government's 2019-2024 medium-term strategic framework. The Department plays a crucial role in executing this commitment through various projects, which over the medium term include promoting South African national symbols, especially the national flag, through public awareness activations around the #IAmTheFlag campaign and the national anthem. These projects will be complemented by a planned 20 community dialogue platforms in 2023/24 at a projected cost of R8 million to encourage active citizen participation. The Department also plans to implement 20 annual advocacy platforms on social cohesion at an estimated cost of R45 million over the MTEF period in the Social Cohesion and Nation Building subprogramme in the Arts and Culture Promotion and Development programme.

In support of priority 3 (education, skills, and health) of government's 2019-2024 medium-term strategic framework, the Department is committed to upskilling and transforming the arts and culture sector. This mainly involves building capacity through bursaries, placements and incubator programmes, including the design focus programme, the national craft incubator, the emerging creatives programme, the Eersterust visual arts incubator, the women writers' programme, the creative and technology hub, and incubator programmes at each of the Department's performing arts institutions. R198.9 million over the medium term is allocated in the Cultural and Creative Industries Development subprogramme in the Arts and Culture Promotion and Development programme to provide financial support to 66 capacity building projects in the cultural and creative sector, and R20.7 million is allocated in the National Language Services subprogramme to award language bursaries to 750 qualifying students.

In terms of human resources Table XVII reflects the Programme Three component.



TABLE XVII: PROGRAMME THREE HUMAN RESOURCE DEMOGRAPHIC

SALARY LEVEL	DISABILITY	COLOURED MALE	COLOURED FEMALE	INDIAN MALE	INDIAN FEMALE	AFRICAN MALE	AFRICAN FEMALE	WHITE MALE	WHITE FEMALE	TOTAL FILLED	FUNDED VACANT POSITIONS	POSTS ADDITIONAL TO ESTABLISHMENT	TOTAL POSTS
Interns		1				2	10			13		13	13
Level 1										0			0
Level 2										0			0
Level 3										0			0
Level 4										0			0
Level 5										0	1		1
Level 6							2			2			2
Level 7						4	16			20	20		40
Level 8							3			3	3		6
Level 9						8	13		1	22	8		30
Level 10			1			4	7			12	1		13
Level 11						11	5			16	5		21
Level 12		1				7	5	1	1	15	1		16
Level 13			1			5	6			12	1		13
Level 14			1			1	2			4			4
Level 15							1			1			1
Level 16										0			0
TOTAL	0	2	3	0	0	42	70	1	2	120	40	13	160

Programme Three has a total of 160 posts, 40 of which are currently vacant (a 25% vacancy rate). African females (70) fill many of the posts, followed by African males (42). Most of the posts additional to the establishment are filled by interns (13).

1.4 PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

1.4.1 PURPOSE

Preserve and promote South African heritage, including archival and heraldic heritage; oversee and transfer funds to libraries.

SUB-PROGRAMMES

Heritage Promotion supports a range of heritage initiatives and projects, such as the transformation of ; the heritage landscape through the conceptualisation, equipping and operationalisation of legacy projects the Funding of Heritage Institutions (Museums, National Heritage Council and South African Heritage Resources Agency); the documentation of South Africa’s indigenous knowledge through the writing of books on living human treasures and the compilation of a national register of South Africa’s indigenous knowledge systems assisted by the Indigenous Knowledge Authentication Panel; leading the transformation of the heritage landscape through resistance and liberation heritage route and the relocation of statues;

1.4.2 OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
HERITAGE PROMOTION													
Transformed, capable and professional sport, arts and culture sector	Bursaries.	HPP 4.1 Number of students awarded with heritage bursaries per year. (ENE: 45)	66	70	61	45	45	-	45	-	-	45	45
A diverse socially cohesive society with a common national identity.	Books documenting Living Human Treasures.	HPP 4.2 Number of books documenting Living Human Treasures published. (ENE: 5)	2	2	6	5	5	-	-	-	5	5	5

The **Bureau of Heraldry**, which registers symbols, popularises national symbols through public awareness campaigns, coordinates the National Orders Awards Ceremony; develops and reviews heritage policies and legislation for the preservation, conservation and management of South African heritage.

National Archive Services acquires, preserves, manages, and makes accessible records with enduring value.

Public Library Services transfers funds to provincial Departments for conditional allocations to community library services for constructing and upgrading libraries, hiring personnel, and purchasing library materials.

The Department provides secretarial services to the **South African Geographical Names Council**, an advisory body that facilitates name changes by consulting with communities to advise the Minister of Sport, Arts and Culture.



Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22	2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25	2025/26
A diverse socially cohesive society with a common national identity	"I am the Flag" Campaign.	HPP 4.3 Number of public awareness activations on the "I am the Flag" Campaign (MTSF: 0 + 0 + 20 + 20 + 20 = 60) (ENE = 20) Standardised	NPI	NPI	37	20	20	6	6	4	4	20	20
A diverse socially cohesive society with a common national identity	Flags provided to schools.	HPP 4.4 Number of flags provided to schools. (MTSF:1 300)	1 004	0	125	100	100	30	30	20	20	100	100
A diverse socially cohesive society with a common national identity	National symbols workshops.	HPP 4.5 Number of workshops hosted to advance knowledge of National Symbols. (ENE = 10)	NPI	0	23	10	10	2	3	3	2	10	10
Integrated and accessible SAC infrastructure and information	Heritage legacy projects	HPP 4.6 Number of heritage legacy projects where exhibition content is developed. (ENE: 2)	NPI	0	1	3	2	-	-	-	2	3	3
Integrated and accessible SAC infrastructure and information	Resistance and Liberation Heritage Route sites	HPP 4.7 Number of progress reports on resistance and liberation heritage route sites received and analysed.	NPI	NPI	1	2	4	1	1	1	1	4	4
NATIONAL ARCHIVES SERVICES													
Integrated and accessible SAC infrastructure and information	Records digitised.	HPP 4.8 Number of records digitised	463 Dictabelts 314 audio tapes	60 treason trial dictabelts —	476	240	300	75	75	75	75	360	400

Outcome	Outputs	Output Indicators	Annual Targets										
			Audited Performance			Estimated Performance	MTEF targets						
			2019/20	2020/21	2021/22		2022/23	2023/24	Q1	Q2	Q3	Q4	2024/25
PUBLIC LIBRARY SERVICES													
Integrated and accessible SAC infrastructure and information	Libraries.	HPP 4.9 Number of libraries financially supported per year. (ENE: 32) Standardised	36	33	34	29	32	32	32	32	32	35	38
SOUTH AFRICAN GEOGRAPHICAL NAMES COUNCIL													
A diverse socially cohesive society with a common national identity	Transformed and standardised geographical names.	HPP 4.10 Number of Gazette notices on standardised geographical names published. (ENE: 3)	3	0	4	3	3	-	1	1	1	3	3

NOTE: The MTSF indicator "Number of monumental flags installed" has been removed from the MTSF (as of 5 December 2022) as a political decision was taken not to proceed with the project. The MTSF indicator "National Archives infrastructure upgraded and/or maintained" is tracked in the operational plan. The feasibility study into the new archives building is currently being finalized. The report will be submitted to National Treasury for consideration and approval. Therefore, the indicator cannot be included in the APP because the financial implications for the project are quite substantial and requires the approval of the National Treasury. It will not be advisable to include an indicator in the APP for which the Department has no control.

NPI - New Performance Indicator.

MTSF - Revised Medium Term Strategic Framework (March 2021) The MTSF targets are provided for 2019/20 to 2023/24 in brackets.

ENE - This is a SELECTED PERFORMANCE INDICATOR as documented in the 2023 Estimate of National Expenditure.

ENE - Although this is not a selected performance indicator, the target has been committed in the 2023 Estimate of National Expenditure.

1.4.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The outputs delivered in Programme Four contribute predominately to DSAC Outcome 2: A diverse, socially cohesive society with a common national identity; DSAC Outcome 3: Transformed, capable and professional sport, arts, and culture sector and DSAC Outcome 4: Integrated and accessible SAC infrastructure and information. Refer to Tables II, V and VI.

Programme 4 develops, preserves, protects, and promotes heritage by publishing 3 gazette notices on the standardisation of geographical names; and 5 books documenting living human treasures. It is also resourced annually to promote national identity by rolling out one multipronged National Symbols Popularisation Programme to raise awareness and appreciation for our national symbols. The multipronged National Symbols Popularisation Programme components include, workshops and presentations on

the history and significance of our national symbols; support of National Days Events and significant departmental events with public displays showcasing the symbols; school outreach programs aimed at educating students about our national symbols; National Symbols Exhibitions to promote awareness and understanding of the symbols and supporting Provincial stakeholders with National Symbols advocacy material for their provincial programmes. These projects are prioritised to foster **a diverse socially cohesive society with a common national identity**.

The Programme also contributes towards a **transformed, capable, and professional sport, arts, and culture sector** by annually awarding 45 heritage bursaries to deserving students and facilitating the placement of at least 15 unemployed heritage graduates within the sector as part of job creation and enhancing employability and opportunities for youth and women.



Programme 4 provides access to information and promotes a culture of reading in society by annually financing the construction of 32 newly built and/or modular community libraries. Annually, it also develops content for and operationalizes 2 heritage legacy projects; conceptualizes and installs statues, monuments and memorials, develops the Resistance and Liberation Heritage Route and implements alternative forms

of memorialization such as repatriation of human remains and objects; and develops guiding policy on National Heritage Legacy Projects to provide transformed, **integrated and accessible infrastructure and information for the sport, arts, culture and heritage sector.**

1.4.4 PROGRAMME RESOURCE CONSIDERATION – BUDGET AND MTEF ESTIMATES

TABLE XVIII: HERITAGE PROMOTION AND PRESERVATION EXPENDITURE TRENDS AND ESTIMATES BY SUB PROGRAMME AND ECONOMIC CLASSIFICATION.

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Subprogrammes							
Heritage Promotion	54,529	37,568	62,481	66,113	54,089	58,338	61,244
National Archive Services	45,663	42,752	46,333	80,587	64,380	67,861	69,127
Heritage Institutions	571,813	549,183	650,925	632,177	649,802	677,806	707,661
National Library Services	137,183	195,476	149,127	146,573	153,608	161,098	168,476
Public Library Services	1,527,860	1,178,047	1,524,121	1,601,360	1,599,483	1,671,315	1,746,190
South African Heritage Resource Agency	58,315	73,261	60,105	62,839	62,207	62,931	65,750
South African Geographical Names Council	1,477	1,330	4,704	5,311	5,332	5,570	5,821
National Heritage Council	71,353	66,968	72,248	73,602	74,021	77,363	80,829
Total	2,468,193	2,144,585	2,570,044	2,668,562	2,662,922	2,782,282	2,905,098
Subprogrammes							
Economic classification							
Current payments	96,138	74,729	89,325	142,987	114,151	122,041	129,163
Compensation of employees	56,184	57,554	58,195	72,717	74,326	78,947	84,136
Goods and services	39,954	17,175	31,130	70,270	39,825	43,094	45,027
Interest	-	-	-	-	-	-	-
Interest and rent on land	-	-	-	-	-	-	-

	Audited outcome			Adjusted appropriation	Medium-term expenditure estimate		
R thousand	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Transfers and subsidies	2,372,010	2,069,741	2,480,486	2,524,075	2,548,771	2,660,241	2,775,935
Provinces and municipalities	1,501,199	1,152,724	1,495,836	1,572,550	1,570,800	1,641,344	1,714,876
Departmental agencies and accounts	849,022	895,815	947,474	930,390	950,073	992,121	1,036,352
Higher education institutions	-	-	-	-	-	-	-
Foreign governments and international organisations	2,025	2,136	2,506	2,482	2,419	2,528	2,641
Public corporations and private enterprises	-	735	9,520	-	3,000	3,000	-
Non-profit institutions	14,540	12,657	19,269	13,516	17,449	16,213	16,805
Households	5,224	5,674	5,881	5,137	5,030	5,035	5,261
Payments for capital assets	19	115	173	1,500	-	-	-
Buildings and other fixed structures	-	-	-	-	-	-	-
Transport equipment	-	-	-	-	-	-	-
Other machinery and equipment	19	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-
Software and other intangible assets	-	115	173	1,500	-	-	-
Payments for financial assets	26	-	60	-	-	-	-
Total	2,468,193	2,144,585	2,570,044	2,668,562	2,662,922	2,782,282	2,905,098

The maintenance of heritage assets such as libraries and heritage sites is vital for the ongoing imperative to promote, sustain and enrich a national identity. An estimated 43.7 per cent (R8.4 billion) of the Department's budget over the medium term is allocated to the Heritage Promotion and Preservation programme, of which R5 billion is earmarked for the Public Library Services subprogramme, mainly for the community library services grant; and R2 billion for the Heritage Institutions subprogramme, to be transferred to museums for their operations. To expand access to knowledge and information, the Department plans to build 105 libraries and upgrade 150 community libraries over the MTEF period with funds from the community library services grant.

Monuments, memorials, and museums serve as important heritage assets that preserve legacies and pay homage to people and events that have shaped South African society and form part of the nation building and social cohesion agenda. R1.4 billion is allocated over the medium term in the Infrastructure Support subprogramme in the Recreation Development and Sport Promotion programme for projects such as finalising the Sarah Baartman Centre of Remembrance and the OR Tambo Garden of Remembrance and maintaining the Samora Machel Memorial Museum and Iziko Museums.

Table XIX reflects the human resource demographic for Programme Four.



TABLE XIX: PROGRAMME 4 HUMAN RESOURCE DEMOGRAPHIC

SALARY LEVEL	DISABILITY	COLOURED MALE	COLOURED FEMALE	INDIAN MALE	INDIAN FEMALE	AFRICAN MALE	AFRICAN FEMALE	WHITE MALE	WHITE FEMALE	TOTAL FILLED	FUNDED VACANT POSITIONS	POSTS ADDITIONAL TO ESTABLISHMENT	TOTAL POSTS
Interns						2	13			15		15	15
Level 1										0			0
Level 2						3	4			7			7
Level 3						3	3			6			6
Level 4						6	4			10	5		15
Level 5							1			1	3		4
Level 6			1			4	1		2	8			8
Level 7			1			7	17	1	2	28	10		38
Level 8						2				2	1		3
Level 9						6	7	1	1	15	7		22
Level 10							2		1	3			3
Level 11						2	5		1	8	2		10
Level 12						7		1		8	1		9
Level 13		1				4	3			8			8
Level 14						1				1			1
Level 15										0			0
Level 16										0			0
TOTAL	0	1	2	0	0	47	60	3	7	120	29	15	149

Programme Four has a total of 149 posts, 29 of which are currently vacant (a 19% vacancy rate). African females (60) fill many of the posts, followed by African males (47). Many of the posts additional to the establishment are filled by interns (15).

1.5 UPDATED KEY RISKS AND MITIGATIONS

PROGRAMME: ADMINISTRATION

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
AD1	Transformed, capable and professional sport, arts and culture sector	Unemployment Risk -Increased levels of unemployment and underemployment of youth in the Sport, Arts and Culture Sector which threatens the Department's capability to contribute to the country's economy, and employment interventions to position the Sector as viable through long term employment.	<ol style="list-style-type: none"> 1. Inability to offer practical exposure or equip youth in the workplace to enable employment in the Sector. 2. Migration of skilled sports, arts, and culture practitioners to other sectors within the economy. 3. Short-, medium- and long-term interventions [supply vs demand of work opportunities] not applied at a sectoral level. 4. Qualified arts and culture practitioners are not absorbed into the Sector work streams. 5. Budget cuts lead to non-filling of funded positions in the Department. 6. Cost of employment threshold set by the NT prevents further employment opportunities. 7. Unknown demand and supply of skills in the Sports, Arts, Culture and Heritage Sector 8. Increasing country forecasts on unemployment. 9. Competing mandates of national priorities resulting in SAC budget allocation being limited. 10. Cost of employment budget cuts over the MTEF period. 	<ol style="list-style-type: none"> 1. Existing Graduate Internship Programme. 2. National Development Plan goals towards growing an inclusive economy. 3. Existing MoUs with schools for coaching job opportunities. 4. Presidential Employment Stimulus Programme [PESP]. 5. Bursary Programme [heritage and language] to fund qualifying students to augment the need and shortage of arts practitioners. 6. Human Resource Development Policy. 7. General Regulatory Framework [Skills Development Act, 1998 (Act No. 97 of 1998)]. 8. Internal reprioritization of existing funded allocation. 9. Contract employment opportunities. 	<ol style="list-style-type: none"> 1. Scale up job opportunities for youth in the Sport and Recreation Sector by applying for funding from CATHSSETA to employ youth. 2. Use collaborative partnerships in Sport and Recreation. 3. Train youth and create job opportunities [e.g., personal instructors]. 4. Absorb youth into formal employment by placing them in the Department's entities. 5. Conduct market research on unemployed youth in the Sector. 6. Dedicate procurement spend towards youth-owned companies in line with the National Development Guidelines. 7. Review the Department's strategy and streamline programmes with the aim of identifying cost savings to create employment opportunities.
AD2	Compliant and responsive governance	Financial Risk -Underspending on the allocated budget exposes the Department to continued budget cuts and potential under-delivery on its mandate	<ol style="list-style-type: none"> 1. Large reserves kept at public entity level. 2. Under-expenditure and slow spending on the Capex budget. 3. Late transfers to public entities and beneficiaries. 	<ol style="list-style-type: none"> 1. Branch expenditure submitted to EMT. 2. Line function management receives monthly expenditure reports to address backlogs. 3. Quarterly audits on financial statements by Internal Audit Infrastructure committee. 	<ol style="list-style-type: none"> 1. Monitor expenditure and check expenditure trends. 2. Advise on the development of MoU's [CFO and Legal Services]. 3. Review infrastructure expenditure [National Treasury]. 4. Review DSAC infrastructure projects.



Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
AD3	Compliant and responsive governance	Cyber Risk -Possible cyber and information security incidents (breaches and hacking) in a changed working environment may result in loss of data and ransomware attacks	<ol style="list-style-type: none"> 1. Intrusion of malware on critical systems in the Department through local network and mobile connections. 2. Lack of firewall for the current network at the National Archives [Old Library Building and Film Archives] resulting in weakened network security. 3. Automation resulting in an increase in cyber risk. 4. Lack of implementation of the latest cyber security solutions. 	<ol style="list-style-type: none"> 1. Annual vulnerability assessments. 2. Security awareness messages issued. 3. Firewalls and antivirus software for some of the systems. 4. Networking monitoring tools. 5. IT Security Policy. 6. Backup systems. 7. Existing service level agreement with SITA. 8. Approved ICT governance framework. 9. Quarterly steering committee meetings. 	<ol style="list-style-type: none"> 1. Establish threat and vulnerability management programme (Processes, procedures, and technologies). 2. Align the DSAC ICT Security Policy to the Cybersecurity Policy. 3. Framework of the DPSA. 4. Implement the recommendations from the ICT. 5. POPIA gap analysis.
AD4	Compliant and responsive governance	Socio-Political Risk The current economic pandemic, changing political and economic dynamics with trading partners, unrest and conflicts have an adverse impact on the roll-out of the international programme.	<ol style="list-style-type: none"> 1. Lack of International Relations Strategy for sport, arts and culture. 2. There is no uniformity in the design, meaning, application, objectives, and execution of the overall cultural diplomatic work. 3. Limitations on international travel emanating from COVID-19 travel restrictions affect the delivery of International Relations (IR) Deliverables 4. Political instability in the continent 	<ol style="list-style-type: none"> 1. Existing multilateral and bilateral agreements 2. IR implementation plans 3. DSAC and DIRCO inter-Departmental engagements 4. Virtual/Online meetings 5. Liaise with Embassies and High Commissions in South Africa through DIRCO 	<ol style="list-style-type: none"> 1. Develop IR Strategy for sport, arts and culture. 2. Develop Cultural Diplomacy Policy Framework. 3. Virtual/Online meetings 4. Liaise with Embassies and High Commissions in South Africa through DIRCO
AD5	Compliant and responsive governance	Business Continuity Risk- Insufficient preparedness for disruption to critical departmental operations.	<ol style="list-style-type: none"> 1. Absence of an approved business continuity management (BCM) strategy to respond to disruption to DSAC facilities, unavailability of people and daily processes. 2. Outdated and ageing ICT infrastructure. 3. Inefficient knowledge management facilities in the Department. 	<ol style="list-style-type: none"> 1. Occupational Health and Safety Committee in place [e.g., evacuation drills, first aid kits]. 2. ICT Steering Committee. 3. Interim contingency plans in place [ICT for systems]. 4. Approved ICT Disaster Recovery Plan. 5. DSAC Service Delivery Mode National Archives Digitization Strategy. 6. Draft Service Delivery Model. 	<ol style="list-style-type: none"> 1. Develop an integrated business continuity strategy for the Department. 2. Train business continuity coordinators at Branch level. 3. Establish the BCM committee.

PROGRAMME: RECREATION, DEVELOPMENT AND SPORT PROMOTION

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
RDSP 1	Transformed, capable and professional sport, arts and culture sector	Transformation Risk [1]-Government intervention towards anticipated transformation in the Sports Sector is derailed by the unsatisfactory progress made by federation.	<ol style="list-style-type: none"> Limited capacity to generate income at federation level with an expectation to drive the transformation agenda. Governance challenges experienced in various federations. Lack of access to sports and recreation infrastructure. Limited investment in the form of funding towards transformation initiatives in the Sports and Recreation Sector. 	<ol style="list-style-type: none"> Requisite Laws & Regulations in the Sport & Recreation Sector are in place. National Sport and Recreation Plan is in place (to implement White Paper). Sport-specific barometer agreements. Transformation reports. Incorporated findings and recommendations of the EPG in the funding agreements with federations. 	<ol style="list-style-type: none"> Review the existing Case for Sport document, for presentation to EMT for endorsement to be tabled at Cabinet. Finalize the review of the National Sport and Recreation Plan including the Transformation Charter. Incorporate findings and recommendations of the Eminent Persons Group into the funding agreements with federations. Review transformation target in the Annual Performance Plan.
RDSP 2	Transformed, capable and professional sport, arts and culture sector	Partnership Risk -Poor execution of the Department's mandate by some affiliates which does not enable effective execution in the delivery of selected events in line with the performance outcomes	<ol style="list-style-type: none"> The continuous risk of the pandemic which may lead to the cancellation of events. Delivery models applied [e.g., equipment & attire] Effective implementation of events. Unmet expectations from delivery partners [provincial government and agents]. Lack of SOPs/Business Process. Poor communication of expectations/ mandates Insufficient attention to planning. 	<ol style="list-style-type: none"> The ability to fully resource the implementation of the new model, in line with the new demands. Penalty Schedule [Unmet targets are penalized; % of funding is withheld] Grant Framework in place for mass participation programmes [DORA]. Provincial Monitoring; National Department monitoring; M&E; Internal Audit [Site visits]. Quarterly governance meeting and Quarterly Reports analyzed. Programme Implementation Agreement [PIA] Top Management Forum [Chief Directors] engaging with provincial government. [Broader working structure] Business Plan submitted by province to inform funding. 	<ol style="list-style-type: none"> Maintain quarterly monitoring & escalate non-compliance. Develop concept document, project implementation plan, standard operating procedures and checklists for the projects. Formalize delivery structures & personnel.
RDSP 3	Integrated and accessible SAC infrastructure and information	Infrastructure Access Risk - Inequitable access and delays in the delivery of developed infrastructure which may result in inadequate community access to and usage of planned and established infrastructure	<ol style="list-style-type: none"> Unmaintained infrastructure by the local government leading to disuse and inaccessibility for use by communities. Inadequate supply of infrastructure. Abandoned facilities due to lack of upkeep. 	<ol style="list-style-type: none"> Capital Works Infrastructure Committee meetings to monitor projects. Infrastructure Development. Policy in place. Standard operating procedures. MIGs (Municipal Infrastructure Grants) Periodic progress meetings to monitor projects. Monthly and quarterly reporting. 	<ol style="list-style-type: none"> Change management review



Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
RDSP 4	Transformed, capable and professional sport, arts, and culture sector	Planning Risk- Inability to plan for core projects or processes has an impact on the delivery and implementation of programmes	<ol style="list-style-type: none"> 1. Overlapping and compounded major projects to be delivered within a short space of time [transversal] 2. Increasing compliance demands internally which compromise core departmental mandates [Active Nation] 3. Lack of appropriate delegations and teamwork 	<ol style="list-style-type: none"> 1. Monthly meetings at DDG level. 2. Project management meetings with provincial officials. 3. Planning meeting internally. 4. Implementation and monitoring of the branch calendar. 	<ol style="list-style-type: none"> 1. Allow adequate lead/planning sessions for projects. 2. Increase delegation of responsibilities to expedite the deliverables to newly appointed staff. 3. Finalize detailed project implementation plans in the current year [March 2023] for the ensuing year [May 2023]. 4. Manage interdependencies which compromise the chain of communication & record keeping. 5. Conduct risk assessments on key projects. 6. Monitor compliance and reporting responsibilities against a compliance calendar. 7. Implement project management checklist; develop concept documents, and clarify roles, and responsibilities of task team members in all projects.
RDSP 5	Transformed, capable and professional sport, arts, and culture sector	Financial Risk- Continued budget cuts and limited funding compromise the long-term sustainability of Sport [National Sport and Recreation Plan]	<ol style="list-style-type: none"> 1. Allocation of funding is insufficient for the demands and the needs of the Sector. 2. Funding is primarily aligned to envisaged key priorities compromising sport for competing priorities [e.g., education, policing] 3. Potential underspending on key projects due to unallocated human resource support. 4. Suspension of projects due to late payment of contractor. 5. Legacy of covid - in relation to the economy. 6. Unsolicited request for funding (historically from the Ministerial Outreach Programme) 	<ol style="list-style-type: none"> 1. Business plans received and interrogated [for Infrastructure projects] 2. Monitoring of financial spending for projects. 3. Use cash flow projection for key projects. 4. Funding reprioritization in the Branch and organization to redirect funding to underfunded programmes. 	<ol style="list-style-type: none"> 1. Use collaborative partners to fund some capital projects [DPWI] 2. Reintroduce the compilation of business plans to the NT for additional funding. 3. Establish a new committee to formulate criteria for the management of unsolicited requests; receive and assess such requests

PROGRAMME: ARTS, CULTURE, PROMOTION AND DEVELOPMENT

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
ACPD1	Increased market share of, and job opportunities in the sport, cultural and creative industries	Digitization Risk – inability to integrate strategic interventions by the Department towards building a digital economic industry with international competitiveness.	<ol style="list-style-type: none"> 1. Evolution of the industry towards digitization (4IR) 2. Covid-19 digital migration 3. Migration to digital platforms pre, during and post -Covid. 	<ol style="list-style-type: none"> 1. South African Cultural Observatory Report. 2. Community Arts Centres have existing agreements with the Department. 3. Business Plans 	<ol style="list-style-type: none"> 1. Continued monitoring of the Leaders in Motion – Enterprise Development.
ACPD2	Transformed, capable and professional sport, arts and culture sector”.	Transformation & Redress - Failure to adequately standardize and formalize the Creative Sector may lead to limited productivity, disabling the creation of job opportunities and transformation within the Sector	<ol style="list-style-type: none"> 1. Fragmentation within the Sector 2. Instability within the Sector leading to limited opportunities to be economically viable. 3. Undefined entry levels for artists within the creative Sector leading to barriers to entry. 4. Non-formalized professional standards in place to guide the recognition and validation of artists in the Sector. 5. Contestation over the claims for royalties. 	<ol style="list-style-type: none"> 1. CCIFSA is formulated to entrench the structure both provincially and nationally. 2. Incubation Programmes for artists in collaboration with Sect 21 organizations in place for art practitioners to professionalize and capacitate artists. 3. Sector Strategies in place [Design, Visual Arts; CAC Strategy; Technical Services; MGE] 4. SEDA MoA signed. 5. Work-streams & Master plan work ongoing. 	<ol style="list-style-type: none"> 1. Continue partnership with Performing Arts Institution and other strategic partnerships. 2. Facilitate the Implementation Plan of the White Paper within the creative Sector. 3. Develop policies and a Transformation Charter. 4. Finalize the Theatre and Dance policy, as well as the Books & Publishing Policy.

PROGRAMME: HERITAGE PROMOTION AND PRESERVATION

Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
HPP1	Transformed, capable and professional sport, arts and culture sector.	Heritage Infrastructure Risk -. increased resistance and social trends to deprioritize the roll-out of approved legacy projects.	<ol style="list-style-type: none"> 1. Projection of known social challenges [poverty; unemployment], every time DSAC communicates legacy plans to the public. 2. Misunderstanding of the mandate of heritage infrastructure. 3. Diminishing value of SA currency leading to more costly interventions (Libraries). 	<ol style="list-style-type: none"> 1. Public consultations and engagement 2. Multi-year plans and approved strategies 	<ol style="list-style-type: none"> 1. Intensified communication to the public, on processes followed to heritage build infrastructure. 2. Adopt alternative forms of memorialization that are not capital intensive (e.g., exhibitions).
HPP2	Integrated and accessible SAC infrastructure and information	Financial Risk – Fiscal instability may lead to failure to sustain the delivery of library infrastructure in the long-term.	<ol style="list-style-type: none"> 1. Provincial and local government are unable to meet operational library costs. 2. Evolving needs from provincial government challenged by limited funds. 3. Incomplete infrastructure sites with pending cost escalations. 4. Interdependency from other peer departments delay the delivery of projects. 5. Malaise and lack of accountability by Project Managers at intergovernmental level. 6. Continuous budget reductions. 	<ol style="list-style-type: none"> 1. Planning meetings (business plans) 2. Monitoring and Evaluation Reports 3. Quarterly Review Meetings 4. Oversight by provincial coordinators 	<ol style="list-style-type: none"> 1. Review the delivery model for library infrastructure. 2. Adopt low-cost strategies in the delivery of infrastructure (e.g., modular facilities) 3. Engage National Treasury to review current and future financial obligations for library infrastructure. 4. Modernize public libraries.



Risk No.	Outcome	A: Risk type and risk statement	B: Known contributing factors	C: Existing control measures	D: Key mitigations/response plans
HPP3	Integrated and accessible SAC infrastructure and information	Fraud Risk- unforeseen mismanagement of capital project funds at Project Management level which may lead to fraudulent transactions.	<ol style="list-style-type: none"> 1. Irregular replacement of service providers by Provincial government after processes have been finalized by DSAC. 2. Lack of consultation with DSAC during the strategic sourcing of service for libraries 	<ol style="list-style-type: none"> 1. Monitoring visits 2. Review of submitted expenditure reports 	<ol style="list-style-type: none"> 1. Maintain a register of incidents of fraud committed at Provincial level for escalation and further investigation.
HPP4	Transformed, capable and professional sport, arts and culture sector.	Intellectual Property Risk – Loss and sale of object and collections compromise the intellectual property rights management	<ol style="list-style-type: none"> 1. Sale of non-tangible tokens auctioned. 2. Objects and collections placed on sale as non-tangible objects (NFT's) 3. Digitization of heritage material results in the addition of meta-data to objects. 4. Loss of original projects replaces digital records without digital attributes. 	<ol style="list-style-type: none"> 1. A panel on intangible heritage is in place. 2. The National Archives Digitization Strategy is in place. 	<ol style="list-style-type: none"> 1. Appointed panel on intangible heritage to advise on the long-term plans to capture the history of human treasures. 2. Review the current process in the management of intangible assets. 3. Attach intellectual property to objects

1.6 PUBLIC ENTITIES AND NON- PROFIT ORGANISATIONS SUPPORTED BY DSAC

1.6.1 PUBLIC ENTITIES

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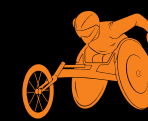
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1.6 PUBLIC ENTITIES AND NON- PROFIT ORGANISATIONS SUPPORTED BY DSAC

1.6.1 PUBLIC ENTITIES

1.6.1.1 CONTACT DETAILS



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1.6.1 PUBLIC ENTITIES

1.6.1.1 CONTACT DETAILS



1.6 PUBLIC ENTITIES AND NON- PROFIT ORGANISATIONS SUPPORTED BY DSAC

1.6.1 PUBLIC ENTITIES

1.6.1.1 CONTACT DETAILS

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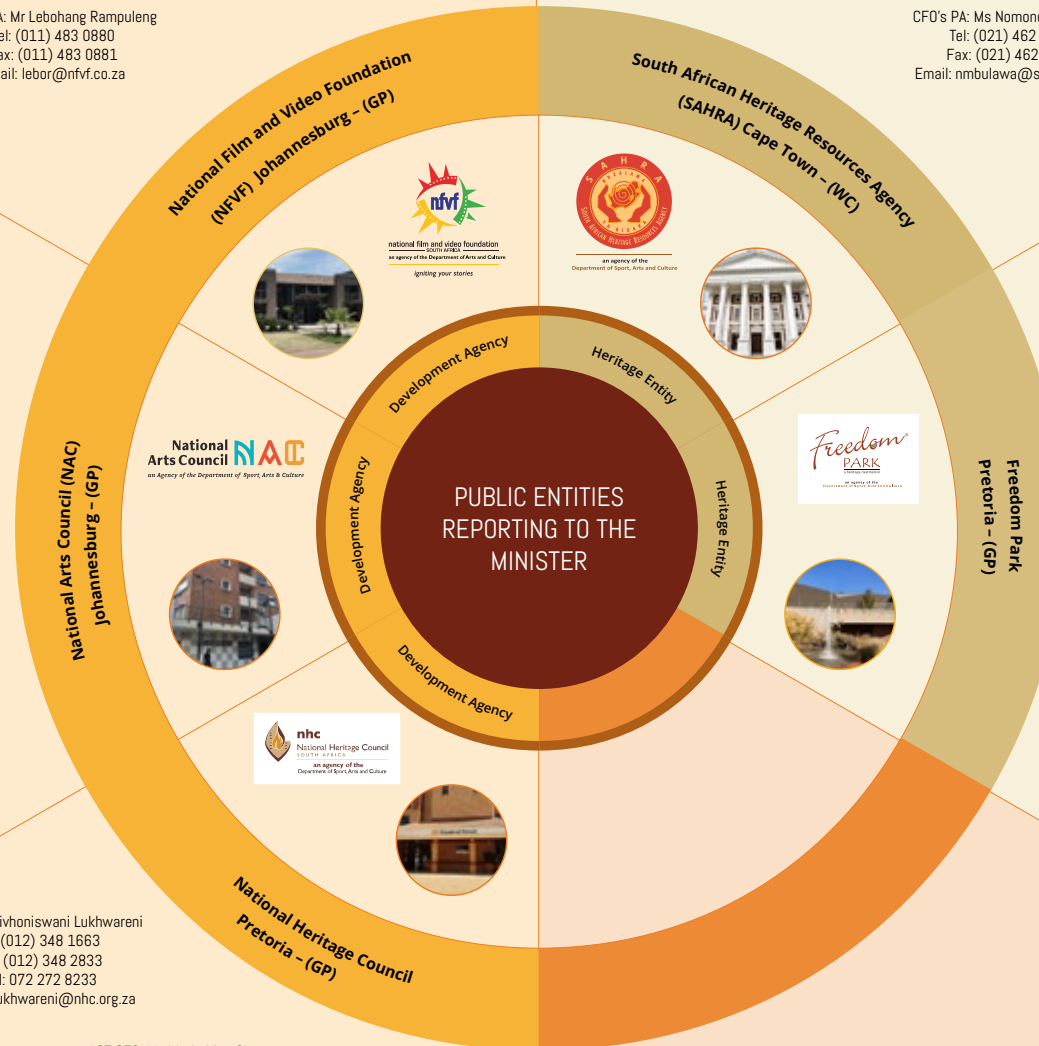
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1.6 PUBLIC ENTITIES AND NON- PROFIT ORGANISATIONS SUPPORTED BY DSAC

1.6.1 PUBLIC ENTITIES

1.6.1.1 CONTACT DETAILS



6.1.2 MANDATE AND OUTPUTS

Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Development (Funding) Bodies	1. National Arts Council	National Arts Council Act, 1997 (Act No. 56 of 1997) The objects of the Council are– <ol style="list-style-type: none"> to provide and encourage the provision of opportunities for persons to practice the arts; to promote the appreciation, understanding and enjoyment of the arts; to promote the general application of the arts in the community; to foster the expression of a national identity and consciousness by means of the arts; to uphold and promote the right of any person to freedom in the practice of the arts; to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts; to address historical imbalances in the provision of infrastructure for the promotion of the arts; to promote and facilitate national and international liaison between individuals and institutions in respect of the arts; and to develop and promote the arts and to encourage excellence regarding these. 	<ul style="list-style-type: none"> Create a vibrant, inclusive and transformed Arts and Culture Sector Achieve global recognition for our unique South African arts and culture Sustainable arts capability Market access and enrichment through arts and culture Increased access to the arts Development of a credible and catalytic organisation 	131,886
	2. National Film and Video Foundation	National Film and Video Foundation Act 1997 (Act No. 73 of 1997) The objects of the NFVF are: <ol style="list-style-type: none"> to develop and promote the film and video industry; to provide and encourage the provision of opportunities for persons, especially from disadvantaged communities, to get involved in the film and video industry; to promote the general application of the arts in the community; to foster the expression of a national identity and consciousness by means of the arts; to uphold and promote the right of any person to freedom in the practice of the arts; to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts; to address historical imbalances in the provision of infrastructure for the promotion of the arts; to promote and facilitate national and international liaison between individuals and institutions in respect of the arts; and to develop and promote the arts and to encourage excellence in regard to these. 	<ul style="list-style-type: none"> Provide funding for content development Transform the ecosystem through Capacity Building, especially for disadvantaged people Provide Marketing and Policy support to understand, enable and promote the SA Industry Develop and manage local, continental, and international partnerships to support our programs The NFVF is a coherent, accountable organisation which achieves its mandate 	156,821

Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Performing Arts Institutions	3. Artscape	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Operate on a financially sustainable basis Competent and motivated workforce achieving their performance targets Efficient and compliant operations and processes Enhanced Artscape Brand Annual arts programme that serves the entire community Educational programme that serves the entire community Safe, functional, universal design facilities Effective IT systems that support all business operations 	67,738 7,083 (Capital)
	4. The Market Theatre Foundation	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Enhanced contribution to knowledge production in the theatre and photography sector Photographic archives preserved in accordance with international guideline standards. Increased visibility, accessibility and awareness of theatrical productions and photographic exhibitions Improved financial sustainability of MTF. Increase opportunities provided for designated groups supporting the development of future theatre practitioners and entrepreneurs. Capable and ethical, technologically enabled and stakeholder-oriented organisation 	52,763 4,742 (Capital)
	5. Performing Arts Centre of the Free State (PACOFs)	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improved governance and accountability Shows happening 44 weeks a year. Economic empowerment of target groups PACOFs, a hive of entertainment 	50,216
	6. The Playhouse Company	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Produce and present a balanced artistic programme. Offer support for development of future theatre productions and arts practitioners. Enhanced customer experience through accessible, high-quality, and well-managed production and event venues and technical services A well-governed, productive, and high- performing organisation 	55,405



Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Performing Arts Institutions	7. South African State Theatre	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Government grant augmented with self-generated revenue from commercial activities to fund operational expenses Theatre facilities maintained and upgraded to ensure its long-term economic sustainability thereby enabling the implementation of the mandate Applicable laws, regulations and statutory legislation including the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), the Cultural Institutions Act, Treasury Regulations and the Labour Relations Act, 1995 (Act No. 66 of 1995), complied with The very best in-house developed and externally sourced performing arts work presented. Audience attendance, diversity and appreciation for the performing arts improved. Development opportunities for emerging arts practitioners to learn, perform and stage their productions thereby encouraging socio-economic development 	73,154 15,945 (Capital)
	8. Mandela Bay Theatre Complex (EC)	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improved governance and control environment Improved facilities Improved organisational and staff performance. Improved generation of own revenue Sustained showcasing of performing arts practitioners through staging of shows. Increase theatre patronage. Increase the use of theatre facilities. Performing arts practitioners developed Performing arts practitioners developed 	23,000

Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Museums	9. Die Afrikaanse Taalmuseum & -monument	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> To build relationships with all South Africans through the medium of Afrikaans and in the context of multilingualism To ensure the collection, conservation, protection and promotion of heritage in line with international best practices To contribute to the body of knowledge in order to provide access to information nationwide at all levels of society, stimulating visitor interaction and increasing visitor numbers To work towards high standards of governance and financial sustainability to ensure service delivery 	12,199 3,983 (Capital)
	10. Freedom Park Trust	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improve governance on the implementation of SCM policies Sustainable diversified revenue streams Redress, inclusivity, and access Increase demand and consumption of products and services 	105,341
	11. Iziko Museums of South Africa	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Sound governance and compliance Improved infrastructure to enhance visitor experience Nation building through growth and development of collections Knowledge generation through research to contribute to educated, informed and empowered communities Creation of awareness and promotion of access to history, heritage and culture 	103,383 6,313 (Capital)
	12. Luthuli Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Increased access to information about the Luthuli Museum Inclusive and empowered communities Increased awareness about Luthuli Museum Effective and efficient organisation 	17,689 1,016 (Capital)



Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Museums	13. KwaZulu-Natal Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improved audit outcomes Number of visitors Improved research output Preserved collections Increased cultural and natural heritage awareness Improved participation in the Museum's education and outreach programmes A diverse socially cohesive society with a common identity 	41,407 931 (Capital)
	14. National Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> New knowledge is generated and disseminated on our natural and cultural heritage including ancient environments Museum exhibitions are inclusive interactive, educational and entertaining Opportunities created for unemployed learners to gain workplace skills and provision of curriculum-based learning support to schools ArtBank becomes financially sustainable to support the visual arts economy Improved governance of the Museum 	63,331
	15. Nelson Mandela Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improve and maintain heritage development and conservation Improved public profile and access Vibrant programming that promotes the economic opportunities for the community Sound and effective governance 	33,194 6,452 (Capital)
	16. Robben Island Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> To strengthen governance of Robben Island Museum to ensure effective management To conserve and maintain the natural and cultural heritage of Robben Island To disseminate information about Robben Island to a broad audience To develop and promote responsible tourist operations To foster stakeholder relations and partnerships 	92,458 9,678 (Capital)

Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Museums	17. Amazwi - South African Museum of Literature	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Compliance with the Cultural Institutions Act Compliance with the PFMA Museum premises support administrative, curatorial and service delivery needs Expert and capacitated workforce Gender-based violence in the workplace addressed 	16,164 1,063 (Capital)
	18. uMsunduzi Museum	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Effective and efficient administration Innovative, creative and efficient resource management for maximum reach and impact Improved access to information and knowledge Improved audience awareness, engagement and participation in museum programmes and projects Better understanding and delivery of the curriculum by teachers and learners from diverse backgrounds Economically and socially transforming diverse and cohesive communities 	24,100 3,513 (Capital)
	19. War Museum of the Boer Republics	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Effective and efficiently functioning governance and oversight structures Efficient and skilled staff exhibiting ethical behaviour and conduct Unqualified audit reports with no recurring audit findings 90% satisfaction rating by public visiting the War Museum Good relations and coordination with stakeholders 	17,687 2,514 (Capital)
	20. William Humphreys Art Gallery (WHAG)	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Improved governance and accountability resulting in an unqualified audit opinion without findings Transformed and developed WHAG permanent collection Preservation of collections Increased awareness of South Africa's cultural identity Mainstream the role of arts, culture and heritage Access and audience development Developed a specialist reference library 	12,454



Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Museums	21. Ditsong Museums of South Africa	Cultural Institutions Act, 1998 (Act No. 119 of 1998.) To provide for the payment of subsidies to certain cultural institutions; to provide for the establishment of certain institutions as declared cultural institutions under the control of councils; to establish a National Museums Division; and to provide for matters connected therewith	<ul style="list-style-type: none"> Enhanced contribution to knowledge production within the heritage sector through disseminated research that is inclusive and relevant Heritage assets preserved in accordance with international guideline standards Increased visibility, accessibility and awareness of heritage assets Increased participation of historically disadvantaged groups in the heritage sector Improved financial sustainability A compliant and responsive organisation 	109,976 5,026 (Capital)
	22. South African Heritage Resources Agency	National Heritage Resources Act, 1999 (Act No. 25 of 1999) Introduce an integrated and interactive system for the management of the national heritage resources; to promote good government at all levels and empower civil society to nurture and conserve their heritage resources so that they may be bequeathed to future generations	<ul style="list-style-type: none"> Regulated and protected heritage resources Well-governed performing organisation Professional and capacitated heritage resources management sector Integrated developmental programmes Financial sustainability Social cohesion and upliftment Dynamic functional networks 	62,207 12,240 (Capital)
Heritage	23. National Heritage Council	National Heritage Council Act, 1999 (Act No. 11 of 1999) The objects of the Council are— (a) to develop, promote and protect the national heritage for present and future generations; (b) to coordinate heritage management; (c) to protect, preserve and promote the content and heritage which reside in orature in order to make it accessible and dynamic; (d) to integrate living heritage with the functions and activities of the Council and all other heritage authorities and institutions at national, provincial and local level; (e) to promote and protect indigenous knowledge systems including but not limited to, enterprise and industry, social upliftment, institutional framework and liberatory processes; and (f) to intensify support for the promotion of the history and culture of all our peoples and particularly to support research and publication on enslavement in South Africa	<ol style="list-style-type: none"> An effective, efficient and sustainable institution An internationally recognised heritage organisation on the African continent The leading institution on intangible heritage in South Africa, and support for tangible heritage Mainstreaming of Liberation Heritage Increased knowledge and awareness about South Africa's heritage by South Africa's citizens Social cohesion and nation building 	74,021 14,559 (Capital)

Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Libraries	24. National Library of South Africa	National Library of South Africa Act, 1998 (Act No. 92 of 1998) To provide for the National Library of South Africa; for collecting, preserving, making available and promoting awareness of the national documentary heritage; and to provide for matters connected therewith	<ul style="list-style-type: none"> Updated and complete register of the national documentary heritage collection Improved culture of reading, writing and publishing in all official languages Functional Research, Innovation and Knowledge Management Unit established. 	117,953
	25. South African Library for the Blind	South African Library for the Blind Act, 1998 (Act No. 91 of 1998) To provide a national library and information service to serve blind and print-handicapped readers in South Africa	<ul style="list-style-type: none"> Compliance with the legislation and regulations as per the legislative mandate/s applicable to the library and ensuring that controls implemented are aligned to the resources available To have and nurture a competent and diverse workforce that will deliver on the library's mandate Job creation and youth empowerment ICT governance and administration to ensure that IT supports the overall business objectives and mandate of the library Preparation of playback devices Service and/or replacement of playback devices 	9,855
Language	26. The Pan South African Language Board	Pan South African Language Board Act, 1995 (Act No. 59 of 1995) 1. To promote respect for and ensure the implementation of the following principles referred to in section 3(9) of the Constitution: <ol style="list-style-type: none"> The creation of conditions for the development and for the promotion of the equal use and enjoyment of all the official South African languages; the extension of those rights relating to language and the status of languages which at the commencement of the Constitution were restricted to certain regions; the prevention of the use of any language for the purposes of exploitation, domination or division; the promotion of multilingualism and the provision of translation facilities; the fostering of respect for languages spoken in the Republic other than the official languages, and the encouragement of their use in appropriate circumstances; and the non-diminution of rights relating to language and the status of languages existing at the commencement of the Constitution; 2. to further the development of the official South African languages; 3. to promote respect for and the development of other languages used. by communities in South Africa, and languages used for religious purposes; 4. to promote knowledge of and respect for the other provisions of and the constitutional principles contained in the Constitution dealing directly or indirectly with language matters; 5. to promote respect for multilingualism in general; and 6. to promote the utilisation of South Africa's language resources.	<ul style="list-style-type: none"> Finance processes and procedures to support PanSALB mandate SCM processes and procedures to support PanSALB mandate Information and communication technology policies, governance, EA and Strategic Plan Human resource management processes and procedures to support PanSALB mandate Marketing and communication processes and procedures to support PanSALB mandate Strategic management processes and procedures to support PanSALB mandate Languages developed Equitable use of language Violations of linguistic human rights addressed 	122,936



Sector focus	Name of public entity	Mandate	Key Outputs	Current annual budget R'000
Sports institutions	27. Boxing South Africa	South African Boxing Act, 2001 (Act No. 11 of 2001) To administer professional boxing; recognise amateur boxing; create and ensure synergy between professional and amateur boxing; and promote engagement and interaction between associations of boxers, managers, promoters and trainers	<ul style="list-style-type: none"> Governance and administration Boxing development Boxing promotion 	19,918
	28. South African Institute for Drug-Free Sport	South African Institute for Drug-Free Sport Act, 1997 (Act No. 14 of 1997) To promote participation in sport without the use of prohibited performance enhancing substances and methods, and educate sportspersons on fair play and the harmful effects of the use of prohibited performance enhancing substances and methods	<ul style="list-style-type: none"> Credible financial and administration performance data Compliance certifications Doping control and investigations programme Independent results management system Comprehensive anti-doping education and research programme Participate and collaborate on anti-doping matters in continental, national and international forums. 	29,781

1.6.2 NON-PROFIT ORGANISATIONS

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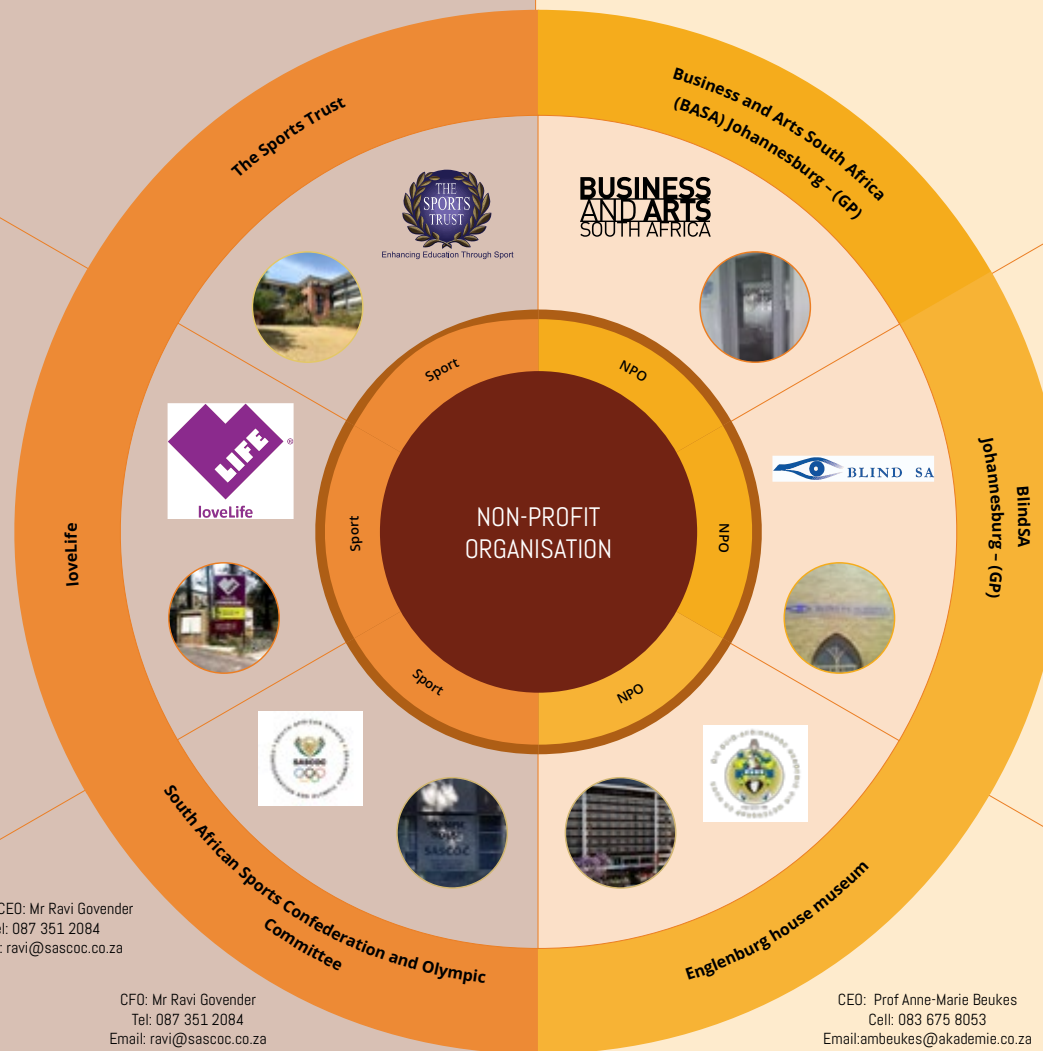
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1.6.3 OTHER BODIES

In addition to the Department's public entities, DSAC provides financial and non-financial support to sport and recreation bodies (incl. national sport federations) and provincial Departments of sport, arts and culture to enable them to contribute to the implementation of the National Sport and Recreation Plan (NSRP) and the SAC strategy. This is done to enhance the growth of the sport, arts and culture sector while also responding to the varied challenges that we face as a country.



1.7 INFRASTRUCTURE PROJECTS

Programme 2

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
1.	Isibhubhu cultural arena	The purpose of the project is to achieve completion of construction of the Isibhubhu Cultural Arena in Nongoma, Enyokeni. The facility is, among other uses, meant to be the host venue of the reed dance annual ceremony of the Zulu nation.	Construction of Arena Steel roof structure Construction of arena side walls Landscaping and irrigation system of the garden Construction of Administration Office Construction of Kitchen facility Construction of Change rooms Construction of parking area Water, Sewer, Electricity supply and reticulation Security Fencing	01/04/2022	30/03/2026	R 146 639 356	R57 000 000
2.	Sarah Baartman Centre of Remembrance (SCBR)	The objective is to complete the construction of SBCR and hand it over to the Heritage Promotion and Preservation Unit. The main purpose of this facility is to be used to promote and preserve a legacy of Sarah Baartman. Subject availability of budget required for completion, it will be completed in 2023/24, alternatively in 2024/25. It is part of transformation of the heritage landscape	Approval of the scope of work to complete the project. Tender advert through DPWI to appoint a new contractor. Site hand over to the contractor. Construction of the Sarah Baartman Centre.	01/04/2022	31/03/2024	R 333 000 000	R82 000 000
3.	Dr John L Dube Amphitheatre	The facility is part of the efforts to promote and preserve the legacy of Dr. John Langalibalele Dube. It is situated in a precinct that includes his home and the burial site of his family in Inanda. It is planned for completion in 2023/24 and will be used for the community gatherings, and arts and culture activities. The project is part of the transformation of the heritage landscape.	Seating area, walkways, performance stage, ablutions, electrification, landscaping with paving, storm-water management, roof covering on the amphitheatre area	01/04/2022	31/03/2025	R 52 164 367	R18 000 000
4.	Koukamma LM - Upgrading of Krakeel sport field (ward 2)	Municipal Infrastructure Grant	Construction of perimeter fence, Construction of soccer/ rugby field, Construction of Athletics Track, Construction of a combi-Court, Electrification and Refurbishment of existing (Floodlights), Drainage, Upgrade of the existing change rooms with ablution blocks for male and female and connecting to existing sewer and waterline	01/07/2022	30/06/2023	R 8 000 000	R 7 200 000
5.	Ngqushwa LM - Rehabilitation of new creation sport field	Municipal Infrastructure Grant	Upgrade of the soccer/rugby field, Construction of sitting area, Upgrading of the athletic track, Refurbishment of building structures, Combi courts (tennis, basketball and volleyball), Parameter fence, Electrical works	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



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No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
6.	Emalahleni LM - Upgrading of Indwe Sport Field	Municipal Infrastructure Grant	Functional irrigation system, Electrification of the facility, completed rugby/soccer field with goal posts, At least, hard surface (asphalt or concrete surface level) athletics track, Completed change rooms to accommodate both men and women, Completed ablution facilities to accommodate both men and women, Multi-purpose netball/basketball courts, Security guard room, Outdoor gym and kiddies play area, all facilities to be user friendly for people living with disability.	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
7.	Great Kei LM - Construction of a sport field in Komga - Ward 7	Municipal Infrastructure Grant	Guard room, sitting area, Change rooms and ablution facilities, Soccer, and rugby field (with functional irrigation system), Volleyball/Tennis combi court, Netball/basketball combi court, Parameter fence, Electrification of the facility, Athletic track	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
8.	Masilonyana LM - Construction of Netball courts at Winnie Mandela Museum	Municipal Infrastructure Grant	Construction of netball courts	01/07/2022	30/06/2023	R 2 000 000	R 2 000 000
9.	Tokologo LM - Construction of a sport field	Municipal Infrastructure Grant	Electrification of the facility, Gatehouse, change rooms and ablutions, Installation of irrigation system, Storm water management, Soccer/rugby field, Installation of athletic track, Construction of a seating, Water reticulation system, Provision of parking area, Provision of trading stalls, Refurbishment of existing floodlights for perimeter light	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
10.	Mantsopa LM - Construction of a sport field	Municipal Infrastructure Grant	Football pitch/rugby, Construction of a multi-purpose courts (Basketball, Netball, Volleyball, Tennis), Fencing, Electrification of the facility (ablution and change rooms facility), Construction of the security / ticket booth, Players change rooms with public ablutions	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
11.	Merafong LM - Construction of Carletonville Sport Stadium	Municipal Infrastructure Grant	Electrification of the facility, Gatehouse, change rooms and ablutions, Installation of irrigation system, Storm water management, Soccer/rugby field, Installation of athletic track, Construction of a seating, Water reticulation system, Provision of parking area, Provision of trading stalls, Refurbishment of existing floodlights for perimeter light	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
12.	Umdoni LM - Additions and repairs to uMzinto sport field (Phase 3)	Municipal Infrastructure Grant	Renovations to building, offices, change room and ablution facilities, Upgrade of the football/rugby/athletic field, Installation of new outdoor gym, Repair of spectator grandstand, Repair of the concrete palisade fencing, Installation of wire fencing for 2 No. combi-courts, Electricity and water connection to the facility, Installation of floodlights for 2 No. combi-courts, Upgrade of floodlights for football/rugby/athletic field, Installation of a turf irrigation system, Installation of storm water drainage, Installation of equipment for 2 No. combi-courts, Renovation of the security booth, Installation of vehicle and pedestrian access gates, Construction of vehicle parking for offices	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
13.	Kwadukuza LM - Construction of Groutville Market Sport field - Ward 10	Municipal Infrastructure Grant	Renovations to building, offices, change room and ablution facilities, Upgrade of the football/rugby/athletic field, Installation of new outdoor gym, Repair of spectator grandstand, Repair of the concrete palisade fencing, Installation of wire fencing for 2 No. combi-courts, Electricity and water connection to the facility, Installation of floodlights for 2 No. combi-courts, Upgrade of floodlights for football/rugby/athletic field, Installation of a turf irrigation system, Installation of storm water drainage, Installation of equipment for 2 No. combi-courts, Renovation of the security booth, Installation of vehicle and pedestrian access gates, Construction of vehicle parking for offices	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
14.	Ulundi LM -Upgrading of Hluhluwe Sport complex	Municipal Infrastructure Grant	Construction of a football turf (grass), Construction of a spectator grandstand (maximum 300), Construction of synthetic athletic track, Construction of a Clearview fencing, Construction, electrification and plumbing of ablution facilities (5 males, 5 females and disabled facility), Installation of floodlights (4 poles), Installation of a turf irrigation system (yield capacity of 2000 l/hr), Construction of combi-court (4 in 1), Construction of the security/ticket booth, Construction of 7 aside pitch, Construction of parking bays (blocks paving)	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
15.	Mthonjaneni LM -Kwesezulu Sportfield Ward 7	Municipal Infrastructure Grant	Construction of a football turf, Construction of a spectator grandstand, grading of a grassed athletic track, fencing of the facility, Electrification of the facility (ablution and change room facility), Lighting of the facility, Installation of a turf irrigation system, Construction of combi-court, Construction of the security/ticket booth	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
16.	Greater Tzaneen LM -Construction of Leretjeng Sport ground (ward 11)	Municipal Infrastructure Grant	Construction of a soccer pitch/rugby field, Installation of irrigation system, Ablution block and change room facility, Construction of two (2) combi courts, Water reticulation, Electrification of the facility, Fencing, Electrification, Construction of a seating area, Construction of the security/ticket booth, Construction of parking area, Installation of outdoor gyms	01/07/2022	30/06/2023	R 11 000 000	R 10 000 000
17.	Lephalale LM - Construction of Marapong sport centre phase 2	Municipal Infrastructure Grant	Outdoor gym, Water reticulation, Multipurpose courts, Soccer/rugby field, Softball play field, cycling track, Gate house, Ablutions, and team change rooms, Electrification	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
18.	Polokwane LM - Construction of Polokwane soft ball stadium	Municipal Infrastructure Grant	Construction of a softball facility	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
19.	Dr. JS Moroka LM - Upgrading of Kameelriver Stadium	Municipal Infrastructure Grant	Refurbishment of a football turf, Installation of a turf irrigation system, Refurbishment of rubberised athletic track, Refurbishment of ablution facilities and teams change rooms, Construction of the brick walls with concertina, Construction of spectator steel fence for VIP area, Electrification of the facility and refurbishment of floodlights, drilling of borehole with 4x10000L tanks, Paving of driveways and parking areas, Construction of the security/guardroom and installation of turnstiles	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
20.	Emthanjeni LM - Upgrading of the Nonzwakazi Stadium	Municipal Infrastructure Grant	Construction of a football field with irrigation system, Construction of seating area, Athletic track, Construction of multi-purpose courts, Change rooms, Ablution facilities	01/07/2022	30/06/2023	R 9 500 000	R 8 500 000

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
21.	Umsombomvu LM -Upgrading of Kuyasa Sport Ground in Colesberg	Municipal Infrastructure Grant	Construction of a football pitch and athletic track with automated irrigation system, Construction of seating area, Electrification of the facility, Erection of perimeter fence around the facility, Construction of ablution /change rooms facilities, Construction rugby/soccer field, Construction of ticket/guardhouse building, construction of a tennis/ volleyball court, Construction of a basketball/netball court	01/07/2022	30/06/2023	R 9 500 000	R 8 500 000
22.	Karoo Hoogland LM -Upgrading of Sport facilities in willistone	Municipal Infrastructure Grant	Grassing of existing rugby/soccer pitch, Irrigation system, upgrading of the athletic track, 4x cricket practice nets, Combination sport courts (Netball, Volleyball, Basketball, Tennis), Pavilion for 400 spectators including ablution facilities, Fencing, Ticket office, upgrading of existing lighting, Upgrading of existing pavilion and ablution facilities	01/07/2022	30/06/2023	R 9 000 000	R 8 000 000
23.	Kareeberg LM - Upgrading of Sport facility in Carnarvon	Municipal Infrastructure Grant	Construction of a football/rugby pitch, Refurbishment of spectator seating, Construction of athletic track, Construction of the Clearview fence, Refurbishment of floodlights, Construction of multi-purpose courts (basketball, netball and volleyball), Construction of the security/ticket booth.	01/07/2022	30/06/2023	R 11 000 000	R 10 000 000
24.	Magareng LM - Upgrading of Ikhutseng Sport facility (Phase 2)	Municipal Infrastructure Grant	Seating area, change rooms with toilets for two teams, and ablutions for spectators, Electrification, fencing around the soccer field/spectator fence, Caretaker room, Construction of parking area, Drilling of borehole and connecting four 10 000L polystyrene water tanks.	01/07/2022	30/06/2023	R 6 500 000	R 5 500 000
25.	Mahikeng LM - Upgrading Mmabatho Tennis stadium	Municipal Infrastructure Grant	Construction of the main tennis centre 3rd phase.	01/07/2022	30/06/2023	R 10 300 000	R 9 300 000
26.	Oudtshoorn LM -Upgrading of Bongoletu sports ground	Municipal Infrastructure Grant	Construction of two new grassed soccer/rugby fields with irrigation system, upgrading of cricket pitch, Perimeter fencing, Construction of ablution facilities, Construction of outdoor gym and kiddies play area, upgrading of the seating area, upgrading of the entrance area, disable ram and walk path, upgrading of teams change rooms and spectator ablutions	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000



No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
27.	Breede Valley LM -Upgrading of Dewet Sportsground , upgrading of Rawsonville sports ground	Municipal Infrastructure Grant	Dewet Sportsground: Construction of outdoor gym and kiddies play area, Spectator fence, Combi-courts (netball, Volleyball, tennis, and Basketball) Rawsonville Sportsground: Construction of a new grass soccer/rugby field, Installation of irrigation system, Spectator fence, New seating area, New ablution block	01/07/2022	30/06/2023	R 6 000 000	R 5 400 000
28.	Swartland LM - Upgrading of Darling and Chartsworth sport fields	Municipal Infrastructure Grant	Gabriel Pharaoh sportsground: Upgrading of multipurpose grass field (field A and B), including associated posts for the accommodation of all sport types including but not limited to rugby, hockey and soccer, upgrading of the existing high mast lighting to field A, construction of borehole, installation of outdoor gym and kiddies play area. Chatsworth sport fields: Construction of a new rugby field, Installation of irrigation system, resurfacing rugby field A, Construction of combi-courts (netball, volleyball, tennis and basketball), Installation of outdoor gym and kiddies play area	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
29.	Hessequa LM -Construction of new cricket and soccer facility in Heidelberg	Municipal Infrastructure Grant	Upgrading of grass surfaces and installation of irrigation and subsoil drainage system, Perimeter fencing, Flood lights, Two-strip turf cricket pitch with practice nets, Construction of ablution facility, multi-purpose soccer poles, Installation of outdoor gym and kiddies play area.	01/07/2022	30/06/2023	R 10 000 000	R 9 000 000
30.	Knysna LM - Construction of sport field and sport facilities for of Bongani (Phase 2)	Municipal Infrastructure Grant	Construction of soccer/rugby field, two combi courts (netball and volleyball, tennis and basketball), Ablution and change rooms, Spectator 300-seater, Fencing, Installation of outdoor gym and kiddies play area.	01/07/2022	30/06/2023	R 9 000 000	R 8 100 000

Additional districts are supported as and when requests are received and where resources are available.

Programme 3

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
1.	Limpopo Provincial Theatre	<p>Part of the Department's strategy is to ensure equitable distribution of cultural precincts nationally to create spaces for arts and cultural arts practitioners to showcase their artistic talents.</p> <p>Jack Botes Hall has been the only public facility in Polokwane that hosted major art performances and exhibitions, and it is not dedicated only to arts practitioners.</p> <p>The new Limpopo Provincial Theatre was conceptualised to minimise the migration of Polokwane artists to major urban centres like Gauteng to be able to perform in suitable spaces.</p>	Rehearsal Studios Dressing Rooms Auditorium Outside Amphitheatre Staff & Public Ablutions Poetry Spaces Bookshop Coffee Shop, Accommodation Parking Space Training Space Restaurant & Bar Mobile Truck Stage	2022/23	2025/26 (estimated)	R34 million	R10 million
2.	Mpumalanga Theatre	<p>Part of the Department's strategy is to ensure equitable distribution of cultural precincts nationally to create spaces for arts and cultural arts practitioners to showcase their artistic talents.</p> <p>Mpumalanga DSAC is currently identifying a Municipal Theatre for refurbishment</p>	Refurbishment of existing Municipal Theatre as a provincial theatre	2023/24	2025/26 (estimated)	R22.4million over 3 years	R4.1million



Programme 4

No.	Project name	Programme Description	Outputs	Start date	Completion date	Total Estimated cost	Current year expenditure
1.	Ntabankulu Library	Construction of a new library facility	New library built	April 2021	2025/26	R21.5 million	R9.6 million
2.	Izingcuka Modular Library	Construction of a new library facility	Newly established modular library	April 2022	March 2024	R11.5 million	R500 thousand
3.	Ingquza Hill Library	Construction of a new library facility	New library built	April 2017	2025/26	R11.5 million	R1.4 million
4.	Cornelia Library	Construction of a new library facility	New library built	April 2023	March 2025	R14 million	R3 million
5.	Clarens Modular Library	Construction of a new library facility	Newly established modular library	April 2023	July 2023	R1.5 million	R1.5 million
6.	Batho Dual Library	Construction of a new library facility	New library built	April 2023	March 2025	R17 million	R3.6 million
7.	Kocksoord Library	Construction of a new library facility	New library built	April 2021	March 2024	R1.5 million	R1.5 million
8.	Zuurbekom Library	Construction of a new library facility	New library built	April 2021	March 2024	R1.5 million	R1.5 million
9.	Nquthu Library	Construction of a new library facility	New library built	April 2021	2025/2026	R31.9 million	R8 million
10.	Shayamoya Library	Construction of a new library facility	New library built	September 2021	March 2024	R29.1 million	R650 thousand
11.	Kwa Mdakane Library	Construction of a new library facility	New library built	April 2021	December 2023	R31.5 million	R1.7 million
12.	Endaleni Library	Construction of a new library facility	New library built	April 2022	March 2024	R 27.9 million	R7 million
13.	Msinga/Ofabeni Library	Construction of a new library facility	New library built	November 2021	March 2024	R29.2 million	R3.3 million
14.	Umzumbe Library	Construction of a new library facility	New library built	November 2022	2024/2025	R46.8 million	R12 million
15.	Vleifontein Library	Construction of a new library facility	New library built	April 2021	March 2024	R10.5 million	R6.4 million
16.	Botshabelo Library	Construction of a new library facility	New library built	April 2021	March 2024	R21.5 million	R9.6 million
17.	Sekhukhune Library	Construction of a new library facility	New library built	April 2021	March 2024	R11.5 million	R500 thousand
18.	Tshaulu library	Construction of a new library facility	New library built	April 2021	March 2024	R11.5 million	R1.4 million
19.	Dumela Library	Construction of a new library facility	New library built	April 2019	March 2024	R14 million	R3 million
20.	Ethandukukhanya Library	Construction of a new library facility	New library built	April 2022	March 2024	R20 million	R6 million
21.	Kwa Mhlanga Library	Construction of a new library facility	New library built	April 2022	March 2024	R20 million	R6 million
22.	Provincial Depot Library	Construction of a new library facility	New library built	April 2021	March 2024	R16.2 million	R4.1 million
23.	Galeshewe Library	Construction of a new library facility	New library built	April 2021	March 2025	R16.2 million	R12 million
24.	Dinokana Library	Construction of a new library facility	New library built	January 2022	March 2024	R16.5 million	R5.7 million
25.	Wolmaransstad Library	Construction of a new library facility	New library built	October 2021	March 2024	R17.4 million	R5.5 million
26.	Kgakala Modular Library	Construction of a new library facility	Newly established modular library	April 2023	March 2024	R3 million	R1.5 million
27.	Moshana Modular Library	Construction of a new library facility	Newly established modular library	2022/23	March 2024	R2 million	R1 million
28.	Uitkyk Modular Library	Construction of a new library facility	Newly established modular library	2022/23	March 2024	R2.2 million	R1 million
29.	Madibe A Makgabana Modular Library	Construction of a new library facility	Newly established modular library	April 2022	March 2024	R3 million	R1.5 million
30.	Mmatau Modular Library	Construction of a new library facility	Newly established modular library	2022/23	March 2024	R3.1 million	R1.5 million
31.	Overhex Modular Library	Construction of a new library facility	Newly established modular library	2022/23	March 2024	R850 thousand	R850 thousand
32.	Wagenmakers Modular Library	Construction of a new library facility	Newly established modular library	2022/23	March 2024	R850 thousand	R850 thousand

1.8 PUBLIC PRIVATE PARTNERSHIPS

None





PART D: TECHNICAL INDICATOR DESCRIPTION



PROGRAMME 1: ADMINISTRATION

Indicator title	1.1 PERCENTAGE OF INTERNS ENROLLED AGAINST FUNDED POSTS
Definition/purpose	To equip unemployed graduates with workplace experience to contribute towards government imperatives with regards to youth career development. In line with Cabinet decision for departments to appoint Interns equivalent to at least 5% of their establishment as part of the strategy to combat rising levels of unemployment amongst youth, DSAC (formerly DAC and SRSA) has been participating in the Public Service Internship Programme since its inception in 2002. At inception of the DSAC (merged Department) programme, Interns are enrolled for a period of 24 months, against the staff complement that prevailed at the time (during inception). The period of enrolment may be less in cases where there is a need to replace an Intern who exited the programme. Where more than one intake took place, the percentage prevailing at the time of each intake (as per the formula below), will be averaged. If 1st intake amounted to 6% and the 2nd, 7%, the average would be $6\%+7\%/2 = 6.5\%$
List of projects	Not applicable
Source of data	PERSAL
Means of verification	<p>Annual verification:</p> <p>The DSAC programme inception documents (for when the first intake of the 24 months was made) as per the 'when there are new recruits' list below, will be submitted once a year (in quarter 1) to M&E and be supported throughout the year, by the quarterly reports.</p> <p>When there are new recruits:</p> <ul style="list-style-type: none"> • Approved Appointment letters of interns by Director: HRM • DG-approved submission for the implementation of the internship programme for 24 months • Database of the appointed interns (if not included in the submission). • Workforce profile and PERSAL reports signed by DDG:CS. <p>Post-recruitment:</p> <ul style="list-style-type: none"> • DDG:CS-approved quarterly progress reports incorporating a database of appointed interns and confirming a to-date enrolment percentage.
Data limitation	ICT down-time
Method of calculation/assessment	$\frac{\text{Total number of appointed interns}}{\text{Total number of approved funded posts on establishment}} \times 100$ <p>NB: calculated at the time of the 24 months' intake of Interns.</p>
Disaggregation of beneficiaries	<p>Target for Women: 50%</p> <p>Target for Youth: 100%</p> <p>Target for People with disability: (Dependent on the applications received)</p>
Assumptions	That interns will remain in the system for the duration of their internship
Spatial transformation	National



Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	DPSA Directive on the employment of persons to developmental programmes
MTSF indicator	No
Desired performance	5%
Indicator responsibility	DDG: Corporate Services



Indicator title	1.2 NUMBER OF PRIORITISED MANUAL SERVICES MODERNISED
Definition/purpose	Modernisation of services entails the acceleration of business process automation through the adoption and implementation of new digital platforms to derive benefits that include improved end-user (citizen) experience, faster response times and increased uptime. Two business processes will be developed during 2023/24.
List of projects	<ul style="list-style-type: none"> Entity Reporting System. Archivematica System for the National Archives.
Source of data	Progress Reports
Means of verification	<p>Project plan - Entity Reporting System.</p> <p>Four (4) DDG-approved system development reports for the Entity Reporting System documenting achievement of milestones.</p> <p>Project Plan - Archivematica for the National Archives.</p> <p>Four (4) DDG-approved system development reports for documenting the implementation of Archivematica for the National Archives achievement of milestones.</p>
Data limitation	ICT down-time
Method of calculation/assessment	Simple count
Disaggregation of beneficiaries	Not applicable
Assumptions	That the contracted service providers deliver as per the scope statement or MoA.
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	2
Indicator responsibility	DDG: Corporate Services



Indicator title	1.3 NUMBER OF SAC AWARENESS CAMPAIGNS ACTIVATED TO PROFILE THE WORK OF THE DEPARTMENT
Definition/purpose	Increasing awareness and visibility of the Department through advertising, mobilisation, media liaison and public relations activities relating to the DSAC programmes.
List of projects	<ol style="list-style-type: none"> 1. My National Day Campaign 2. I Choose 2 B Active Campaign 3. I Am the Flag Campaign. 4. Beyond Conversations
Source of data	Progress reports
Means of verification	<ul style="list-style-type: none"> • Quarterly consolidated progress reports (1 per quarter) • Annual DDG-approved close-out report on each awareness campaign (once the financial year has ended).
Data limitation	None
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable – based on actual participation
Assumptions	That events will be hosted
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	4
Indicator responsibility	DDG: Corporate Services

Indicator title	1.4 NUMBER OF IZIMBIZO HELD
Definition/purpose	The izimbizo are meant to enable the political principals to interact directly (where practical) with communities and sector practitioners, discussing the sport, arts and culture-related needs, concerns, and how government can assist in creating an enabling environment towards meeting such needs. Where the national political principal is unavailable, the provincial principal or national DDG/DG as delegated, shall represent the said national political principal. The izimbizo thus, promote interactive governance and active participation of the public in implementation of government programmes. The SAC political principals may at some izimbizo, be accompanied by political principals representing other sectors and spheres of government.
List of projects	There will be at least 1 imbizo per province, anchored around National Days and other sector engagements by the Minister or Deputy Minister of Sport, Arts and Culture, jointly held with Provincial Members of the Executive Council or Mayoral Committee.
Source of data	Progress reports
Means of verification	DDG-approved report on each Imbizo held
Data limitation	None
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable – based on actual participation
Assumptions	That the intended stakeholders will participate in the events
Spatial transformation	The izimbizo will be held in all provinces
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	9
Indicator responsibility	DDG: Corporate Services



Indicator title	1.5 PERCENTAGE OF VALID INVOICES PAID WITHIN 30 DAYS		
Definition/purpose	A useful reflection of the average time taken to pay suppliers who have submitted the required valid documentation for payment		
List of projects	Not applicable		
Source of data	BAS System		
Means of verification	<ul style="list-style-type: none"> • Invoice register in excel spreadsheet documenting invoices and related payments for the month approved by CFO. • Exception report submitted to National Treasury (NT) • Proof of submission (email) of the exception report to NT 		
Data limitation	ICT down-time Absence of documents required to process payments		
Method of calculation/assessment	$\frac{\text{Valid invoices paid within 30 days}}{\text{Total valid invoices received}} \times 100$ <p><i>Only payments made in a specific quarter are used for the calculation</i></p>		
Disaggregation of beneficiaries	Not applicable		
Assumptions	That invoices will meet all the requirements that validate it		
Spatial transformation	Not applicable		
Calculation type	Non-cumulative		
Reporting cycle	Quarterly		
Indicator type	Quantitative		
New indicator	No		
Links to other plans	No		
MTSF indicator	No		
Desired performance	100%		
Indicator responsibility	Chief Financial Officer		

Indicator title	1.6 PERCENTAGE OF COUNCILS/BOARDS THAT ARE FULLY CONSTITUTED.
Definition/purpose	To strengthen the governance of DSAC public entities and ensure that Councils are capacitated to execute their mandate. "Fully constituted" refers to the Council/Board being appointed in compliance with the founding legislation.
List of projects	Not applicable
Source of data	Progress reports
Means of verification	<ul style="list-style-type: none"> • DDG-signed Quarterly Status Report • Appointment letters for Councils appointed during the financial year concerned. • Acceptance Forms by Council members appointed during the financial year concerned. • Updated Council database
Data limitation	None
Method of calculation/assessment	$\frac{\text{Total number fully constituted}}{\text{Total number of councils/boards}} \times 100$
Disaggregation of beneficiaries	Dependent on the applications received
Assumptions	None
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	100%
Indicator responsibility	DDG:CS



PROGRAMME 2: Recreation Development and Sport Promotion

Indicator title	2.1 NUMBER OF ATHLETES SUPPORTED THROUGH THE SCIENTIFIC SUPPORT PROGRAMME PER YEAR.
Definition/purpose	<p>These athletes receive scientific support to better their performances. e.g., medical support, coaching etc.</p> <p>Support is provided in line with the Athlete Support Policy and Academy Framework</p> <p>These athletes include elite athletes and emerging athletes. DSAC provides financial support.</p>
List of projects	Not applicable
Source of data	Progress reports
Means of verification	<p>For supported directly by Department (athletes contracted on the Programme)</p> <ul style="list-style-type: none"> List of athletes supported. Support Agreement between DSAC and the athlete or guardian or Federation Proof of payment for athletes supported. <p>For support provided through partner organizations</p> <ul style="list-style-type: none"> Submission approved by authorized person as per delegations. Report from Partner Organisations on the support provided with a list of athletes supported. <p>For support provided on adhoc basis</p> <ul style="list-style-type: none"> Submission approved by authorized person as per delegations. Report from Federation on the adhoc support to the athletes Proof of payment to the Federation
Data limitation	<p>Based on their sport or academic performances or personal circumstances athletes may be dropped from the programme during the year. They will however not be replaced. This could result in the target not being maintained throughout the year (unless the dropouts were already supported at the time of exiting).</p> <p>Reliance on Third Parties (Federations) on some information</p> <p>Reliance on other Support Units</p>
Method of calculation/assessment	Simple count. Each athlete will be counted once in the annual programme even though they may receive numerous interventions
Disaggregation of beneficiaries	Not applicable, selection based on talent. Selected beneficiaries are disaggregated when reporting.
Assumptions	<p>Athletes identified by Federations will stay in the programme for the duration of the agreement.</p> <p>That other partner organisations would identify athletes who are supported on adhoc basis.</p>
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	More than the targeted 80 athletes
Indicator responsibility	DDG: Recreation Development and Sport Promotion

Indicator title	2.2 NUMBER OF ATHLETES SUPPORTED BY SPORTS ACADEMIES
Definition/purpose	The athletes are supported through the provincial sports academy. Support includes services such as medical and scientific support; life skills; seminars and workshops empowering athletes; provision of equipment, attire, training camps and other support provided to assist them to compete optimally. The Department provides funding through the Grant and provides policy direction.
List of projects	Not applicable
Source of data	Provincial Departments for Sport, Arts and Culture quarterly report
Means of verification	<ul style="list-style-type: none"> 3 x Monthly reports per quarter signed and approved by the provinces detailing the support provided by the academies. List and registers of athletes supported with segregated demographic information. The registers are signed by the athletes. The officials (district or provincial) verify and sign the attendance register. Report verifying and analysing information received from the provinces signed by Chief Director or DDG.
Data limitation	Dependency on provincial reports
Method of calculation/ assessment	Simple count
Disaggregation of beneficiaries	Reporting will provide disaggregation of beneficiaries
Assumptions	Programme is implemented in line with the Academies Framework
Spatial transformation	Athletes supported in all 9 Provinces
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	3 700
Indicator responsibility	DDG: Recreation Development and Sport Promotion



Indicator title	2.3 NUMBER OF PEOPLE ACTIVELY PARTICIPATING IN ORGANISED SPORT AND ACTIVE RECREATION EVENTS.
Definition/purpose	The number of people who participate in organised sport and active recreation events that are implemented to promote healthy lifestyles (at provincial and local level). The number of people excludes spectators. Participants are counted from reports submitted by Provinces. The Department provides funding through the Grant and provides policy direction. While there are dedicated days for some events, the National and Provincial Department will decide on the dates of events.
List of projects	Not applicable
Source of data	Provincial Departments for Sport, Arts and Culture quarterly report
Means of verification	<ul style="list-style-type: none"> Approved/signed Provincial report of organised sport and active recreation events (including virtual events). <i>Depending on the kind of event, any of the following evidence (as shall be applicable):</i> Attendance registers (in the form of composite attendance lists) signed off and verified by provincial officers. Mass-based events: Individual attendance lists/forms that serve as entry into an event at the point of participation for participants. Online generated participation list where participation is on a virtual or physical platform, but registration was done online or proof of participation is online. <i>Unless a mixed approach was used for an event, each event will require either one of the above pieces of evidence, and not a combination.</i>
Data limitation	<ul style="list-style-type: none"> Inaccurate data due to rudimentary registration system. Inaccurate data due to the limitations of data control. Duplication. This indicator covers open mass events, and it is not feasible to segregate targets into specific numbers. The segregation will however happen during reporting. Dependency on provincial reports Implementation of POPIA
Method of calculation/assessment	<p>Simple count of participants.</p> <p>Each participant is only counted once for participation in a particular sport/recreation code during a sport or recreation event. A participant may therefore be counted more than once in a single tournament depending on the number of codes, he/she participates in.</p>
Disaggregation of beneficiaries	<p>The indicator reaches among others, Women; Youth; and people with disabilities.</p> <p>Reports will provide disaggregation of beneficiaries</p>
Assumptions	In the case of any pandemic or other unforeseen situations, delivery models and dates may change.
Spatial transformation	Provincial and National
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	295 000
Indicator responsibility	DDG: Recreation Development and Sport Promotion

Indicator title	2.4 NUMBER OF SPORT AND RECREATION PROMOTION CAMPAIGNS AND EVENTS IMPLEMENTED.	
Definition/purpose	The indicator measures sport and recreation events that serve to implement campaigns that are hosted by the Department. The events are also used as platforms to share developmental messages through agencies such as loveLife. They also serve as activations for the Unite and I Choose2BActive Campaigns.	
List of projects	PROJECT	PROVINCE
	1. Move for Health Day	Northern Cape Province
	2. Indigenous Games Festival	KwaZulu-Natal Province
	3. Andrew Mlangeni Golf Development Programme	Gauteng Province
	4. Ministerial Outreach Programme	Across the country where multipurpose sport facility and MIG-funded facilities are handed over and where mobilisation towards major events takes place. MOP also takes place where community Izimbizo are convened and the Minister or Deputy Minister or delegated senior officials engage communities in relation to Sport, Arts and Culture programmes.
	5. Nelson Mandela Sport and Culture Day	Dependant on strategic partnerships of significance.
	6. National Recreation Day	Northern Cape
	7. Big Walk	Gauteng - Tshwane South District
	8. National Youth Camp	Decentralised to all 9 Provinces
	NB: If a specific project cannot take place, it will be replaced by an event with similar objectives. This should be initiated through a performance information change management process and be communicated upfront through a DDG-approved submission.	
Source of data	Close-out reports	
Means of verification	DG or DDG-approved submission. CD-Approved Close-out report for each event or campaign held.	
Data limitation	<ul style="list-style-type: none"> Unsigned reports Segregation of focus groups cannot be anticipated 	
Method of calculation/assessment	Simple count	
Disaggregation of beneficiaries	Reporting will provide disaggregation of beneficiaries	
Assumptions	That there will be interest to participate in the events	
Spatial transformation	National and Provincial	
Calculation type	Cumulative (year-end)	
Reporting cycle	Quarterly	
Indicator type	Quantitative	
New indicator	No	
Links to other plans	No	
MTSF indicator	Yes	
Desired performance	8	
Indicator responsibility	DDG: Recreation Development and Sport Promotion	



Indicator title	2.5 NUMBER OF SCHOOLS, CLUBS AND HUBS PROVIDED WITH EQUIPMENT AND/OR ATTIRE AS PER THE ESTABLISHED NORMS AND STANDARDS
Definition/purpose	<p>This indicator consolidates the number of schools, hubs and clubs supported with equipment and/or attire to provide opportunities for participation. Norms and standards are available for the 16 codes of sport and the Indigenous Games, for both equipment and attire. The norms and standards provides specific details of the type of equipment and attire required for each code.</p> <p>Equipment: sport equipment</p> <p>Attire: clothing that is used by participants in the field of sport during practice and/or competition.</p> <p>A club is a private association whose objectives include the promotion of one or more sports, the participation of their members in these modalities and the organization and participation in tournaments and championships. A sports club is affiliated to a recognised National Federation and its focus may be recreational, instructional, competitive, or a combination of these types of activities based on its constitution.</p> <p>A hub is a collective of sport clubs and community organisations working together in a local community who want to develop and grow the sporting offering in the community. It is situated around a sports centre, community centre, school, park, or a playing field and is traditionally a multi-use facility. Under the hubs approach it may not be necessary to physically build completely new assets to meet demand.</p>
List of projects	Not applicable
Source of data	Provincial Departments for Sport, Arts and Culture quarterly report
Means of verification	<ul style="list-style-type: none"> Consolidated Chief Director-approved Provincial Quarterly Report Acknowledgement of receipt from beneficiaries
Data limitation	<p>Incomplete source documents.</p> <p>The equipment and/or attire is not consistent across schools, hubs, and clubs.</p>
Method of calculation/assessment	<p>An aggregation of the following indicators:</p> <ol style="list-style-type: none"> Number of schools provided with equipment and/or attire. Number of hubs provided with equipment and/or attire. Number of clubs provided with equipment and/or attire. <p><i>Each school, hub or club is only counted once irrespective of how often they receive equipment and/or attire in a year.</i></p>
Disaggregation of beneficiaries	Not applicable
Assumptions	<p>The equipment and/or attire provided is used to provide opportunities for participation.</p> <p>The norms and standards are adhered to (the equipment and/or attire is more, or less the same across schools, hubs, and clubs).</p>
Spatial transformation	National
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	2 500
Indicator responsibility	DDG: Recreation Development and Sport Promotion

Indicator title	2.6 NUMBER OF LEARNERS IN THE NATIONAL SCHOOL SPORT CHAMPIONSHIP PER YEAR.
Definition/purpose	Number of learners in National School Sport Championships per year measures "number of learners participating in the National School Sport Championships per year" as calculated from any or a combination of the following events: the Autumn Championships; Winter Championships; Summer Championships and school segment of the Indigenous Games Festival.
List of projects	One or a combination of the following: <ul style="list-style-type: none"> • Autumn Championships • Winter Championships • Summer Championships • School segment of the Indigenous Games Festival
Source of data	Championships Close-out report
Means of verification	<ul style="list-style-type: none"> • DG or DDG approved submission • Chief Director's Close-out report for each project that has been implemented. • Participant registers - signed off as verified by provincial officers
Data limitation	None
Method of calculation/assessment	Simple count of the number of learners who participated in the Autumn Championships; Winter Championships; Summer Championships school and the segment of the Indigenous Games Festival
Disaggregation of beneficiaries	Not pre-determined. To be provided during reporting phase.
Assumptions	That there will be interest to participate in the events
Spatial transformation	National
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	5 000
Indicator responsibility	DDG: Recreation Development and Sport Promotion



Indicator title	2.7 NUMBER OF LEARNERS PARTICIPATING AT THE DISTRICT SCHOOL SPORT TOURNAMENTS
Definition/purpose	All learners participating in school sport tournaments at a district level. Only learners benefitting from the Mass Participation and Sport Development Grant are counted.
List of projects	School Sport is an all-year round programme taking place in most schools in the Country. All nine provinces will run school sport activities in their districts. Dates and venues of district tournaments will be included in the Provincial Business Plans. The Activities in districts, will be limited to any of the 16 priority codes of sport i.e. (Football, Netball, Rugby, Cricket, Athletics, Basketball, Volleyball, Goalball, Swimming, Gymnastics, Hockey, Softball, Chess, Table Tennis, Tennis, and Indigenous Games)
Source of data	Provincial Quarterly report
Means of verification	<ul style="list-style-type: none"> Signed register of learners participating in tournaments 3 x Monthly reports per quarter approved / signed by the provinces. Close out report signed by the CD.
Data limitation	<ul style="list-style-type: none"> Dependency on provincial reports. Compulsion on learners signing attendance register.
Method of calculation/assessment	Simple count of participants extracted from provincial reports
Disaggregation of beneficiaries	Disaggregated performance data will be reported
Assumptions	That provinces will encourage participation in the planned events
Spatial transformation	National
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	75 000
Indicator responsibility	DDG: Recreation Development and Sport Promotion

Indicator title	2.8 NUMBER OF MUNICIPALITIES PROVIDED WITH TECHNICAL AND /OR MANAGEMENT SUPPORT DURING CONSTRUCTION	
Definition/purpose	The Department provides technical and/or management support to municipalities during construction. Support will be to municipalities benefitting from the MIG programme in 2023/2024 as well as municipalities with incomplete projects from previous financial years. To ensure that municipalities design and construct sport facilities that are compliant with the Technical Norms and Standards for Provision of Sport and Recreation Facilities, with the budget allocated by the Department from the ring-fenced Municipal Infrastructure Grant (MIG). Requests for support are received on an ongoing basis, resulting in completion dates sometimes overlapping quarters. It is possible that the support can carry over to the following quarter; however, a municipality supported will only be counted once in a financial year. The support also differs in terms of time allocated and technicality. Support is also provided on request. This support cannot be quantified in advance. Most projects are multi-year in nature. <u>Technical support</u> includes site inspections and technical reports detailing design and construction elements. <u>Management support</u> includes monitoring the progress of the project and liaising with stakeholders.	
List of projects	Project/ Municipality	District
	1. Blue Crane Route Local Municipality	Sarah Baartman District Municipality
	2. Mnquma Local Municipality	Amathole District Municipality
	3. Inxuba Yethemba Local Municipality	Chris Hani District Municipality
	4. Elundini Local Municipality	Joe Gqabi District Municipality
	5. Port St Johns Local Municipality	OR Tambo District Municipality
	6. uMzumbe Local Municipality	Ugu District Municipality
	7. Mpofana Local Municipality	uMgungundlovu District Municipality
	8. Msunduzi Local Municipality	uMgungundlovu District Municipality
	9. eNdumeni Local Municipality	uMzinyathi District Municipality
	10. Newcastle Local Municipality	Amajuba District Municipality
	11. eMadlangeni Local Municipality	Amajuba District Municipality
	12. AbaQulusi Local Municipality	Zululand District Municipality
	13. uMhlabuyalingana Local Municipality	uMkhanyakude District Municipality
	14. Mtubatuba Local Municipality	uMkhanyakude District Municipality
	15. Big Five Hlabisa	uMkhanyakude District Municipality
	16. uMlalazi Local Municipality	King Cetshwayo District Municipality
	17. Mandeni Local Municipality	iLembe District Municipality
	18. uBuhlebezwe Local Municipality	Harry Gwala District Municipality
	19. Makhado Local Municipality	Vhembe District Municipality
	20. Mogalakwena Local Municipality	Waterberg District Municipality
	21. Modimolle-Mookgophong Local Municipality	Waterberg District Municipality
	22. City of Mbombela Local Municipality	Ehlanzeni District Municipality
	23. Ubuntu Local Municipality	Pixley Ka Seme District Municipality
	24. Siyathemba Local Municipality	Pixley Ka Seme District Municipality
	25. !Kai !Garib Local Municipality	Mgcawu District Municipality
	26. Joe Morolong Municipality	John Taolo Gaetsewe District Municipality
	27. Rustenburg Local Municipality	Bojanala Platinum District Municipality
	28. City of Matlosana Local Municipality	Dr Kenneth Kauda District Municipality
	29. Saldanha Bay Local Municipality	West Coast District Municipality
	30. Laingsburg Local Municipality	Central Karoo District Municipality



Source of data	Beneficiary Local Municipalities reports
Means of verification	<u>Technical support:</u> <ul style="list-style-type: none"> Approved site inspection or technical report (field-based) Design Review (desktop-based and applicable where the sports facility has a design review) Virtual or physical attendance register (applicable when a meeting was held) <u>Management support:</u> <ul style="list-style-type: none"> Attendance registers and Minutes of Meeting (applicable when a meeting was held), or when a meeting was not held. Progress Report from the municipality and the resultant Analysis Report from DSAC, will suffice as evidence of management support provided.
Data limitation	Delayed reports from municipalities. Reliability of progress reports provided by municipalities
Method of calculation/assessment	Simple count
Disaggregation of beneficiaries	Not applicable
Assumptions	That municipalities will be constructing facilities
Spatial transformation	Provincial/District/ Local
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	50
Indicator responsibility	DDG: Recreation Development and Sport Promotion

Indicator title	2.9 NUMBER OF COMMUNITY OUTDOOR GYMS AND CHILDREN'S PLAY PARKS CONSTRUCTED.
Definition/purpose	The community outdoor gyms and children's play-parks is one facility providing service for exercising and recreational activity for children
List of projects	30 potential sites for community outdoor gyms and children's play parks are identified for installation over a three-year period. Each year 10 from the 30 are developed. The actual 10 that are developed are dependent upon the readiness on the Municipality and can therefore not be identified upfront. A full list of the potential 30 is provided under the DDM section of this Plan.
Source of data	Municipality reports
Means of verification	Close-out reports, and completion certificates. List of Community Gyms and Children's Play Parks constructed.
Data limitation	None
Method of calculation/assessment	Simple count
Disaggregation of beneficiaries	Not applicable
Assumptions	That the municipality will provide a site for construction of the facility
Spatial transformation	District/ Local
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	10
Indicator responsibility	DDG: Recreation Development and Sport Promotion



Indicator title	2.10 NUMBER OF HERITAGE LEGACY FACILITIES (INCLUDING THE RESISTANCE AND LIBERATION HERITAGE ROUTE [RLHR] SITES) DEVELOPED AND/OR MAINTAINED TO TRANSFORM THE NATIONAL HERITAGE LANDSCAPE.	
Definition/purpose	To transform the heritage landscape by implementing multi- year heritage infrastructure projects through implementing agents. The legacy projects are Cabinet-approved projects to transform the heritage landscape. The legacy projects include provincial RLHR sites approved by Cabinet for inclusion in the resistance and liberation heritage route. All three projects are envisaged to be completed in two financial years (i.e. 2023/24 – 2024/25). "Developed" refers to the various stages of construction.	
List of projects	PROJECT	DISTRICT
	• Isibhubhu Cultural Arena	Enyokeni
	• Sarah Baartman Centre	Sarah Baartman
	• Dr John L Dube Amphitheatre	Ethekwini
	N.B. If a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a project replacement/substitution process and be communicated by the Unit as per the policy.	
Source of data	Report from contracted implementing agents	
Means of verification	<p>Isibhubhu Cultural Arena</p> <ul style="list-style-type: none"> Site progress and expenditure report or practical completion certificate. The above evidence depends on the stage of the project. <p>Sarah Baartman Centre</p> <ul style="list-style-type: none"> Appointment letter of the service provider; progress report/DPWI PMO report <p>Dr John L Dube Amphitheatre</p> <ul style="list-style-type: none"> Draft terms of references, or Advert(s) for appointment of service provider(s), or appointment letter; or Service Level Agreement; or Site progress and expenditure report; The above evidence depends on the stage of the project 	
Data limitation	Third party dependency	
Method of calculation/ assessment	Simple Count	
Disaggregation of beneficiaries	Not applicable	
Assumptions	Implementing agents will achieve targets within the applicable timelines	
Spatial transformation	Transformation of heritage landscape and promotion of access to heritage and history of the country	
Calculation type	Non-cumulative	
Reporting cycle	Annually	
Indicator type	Quantitative	
New indicator	No	
Links to other plans	No	
MTSF indicator	Yes	
Desired performance	<p>3</p> <ul style="list-style-type: none"> Isibhubhu Cultural Arena (50% construction in 2023/24) Sarah Baartman Centre (90% construction in 2023/24) Dr John L Dube Amphitheatre (40% construction in 2023/24) 	
Indicator responsibility	DDG: Recreation Development and Sport Promotion	

N.B. (applicable to all indicators) If for any unforeseen circumstances, a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a project replacement/substitution process and be communicated by the Unit to the Strategic Management & Planning Chief Directorate, as per the applicable policy.



PROGRAMME 3: ARTS AND CULTURE PROMOTION AND DEVELOPMENT

Indicator title	3.1 NUMBER OF MULTI-YEAR HUMAN LANGUAGE TECHNOLOGY PROJECTS SUPPORTED
Definition/purpose	To provide financial support towards the development of language applications and software that use all official languages, the Khoi Nama and San languages of the Republic of South Africa.
List of projects	<p>PROJECTS</p> <ol style="list-style-type: none"> 1. Applying voice computing technology to language literacy: March 2022 – June 2025 2. Python and Neural NLP resources for South African languages: March 2022 – April 2025 3. Extending the multilingual corpus of code-switched South African speech: Sep 2022 – 30 Oct 2025 4. Digitalising the South African Sign language: April 2022 – June 2025 5. Advancing South African Sign language for 4IR Technological development using place names: April 2022 – 30 June 2025 6. Online platform for the immersive learning of isiZulu: April 2022 – June 2025 <p>N.B. If a specific project cannot take place a project with a similar objective will replace it. This will be initiated through a performance information change management process and be communicated by the unit.</p>
Source of data	Progress reports and/or system/s from beneficiaries
Means of verification	<ol style="list-style-type: none"> 1. DG-Approved submission 2. Memorandum of Agreement (MoA) 3. Minutes of adjudication meetings (for new projects only) 4. Payment stubs as per the MoA. 5. Progress reports as per the MoA. 6. One approved managerial report by Chief Director detailing progress on all projects 7. Annual audited financial statements 8. Grant letters
Data limitation	Dependency on beneficiaries
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Contracted service providers will achieve targets within the applicable timelines
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	6
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.2 PERCENTAGE OF OFFICIAL DOCUMENTS RECEIVED THAT ARE TRANSLATED AND / OR EDITED
Definition/purpose	The Translation and Editing Directorate provides a translation and/or editing service to DSAC, and all national Departments, entities and enterprises that do not have language units or whose language units are not adequately capacitated. The service is demand driven and not commissioned by the Directorate. The translation and/or editing of official documents into and from the official and foreign languages facilitates access to government information and services in the citizens' languages of choice and enables government to transact with other countries. Requests for translation and/or editing are received on an ongoing basis, resulting in completion dates within the cycle sometimes overlapping quarters. The documents received also differ according to length and technicality. The percentage for the estimated performance target is made up of the denominator, which is the total number of documents received, accepted and recorded for completion within the quarter and the enumerator, which is the number of documents completed within the quarter. Both the denominator and enumerator are recorded in the same register. At the end of the applicable quarters, before the report is finalised, the documents to be carried over are identified and not included. For that reason, documents that are reported within the quarter do not include those with completion dates outside the quarter. The cut-off time frame for reporting on accepted requests and completed documents is five working days before the end of the quarter. This is except for the 3rd Quarter when the cut-off date is determined based on the recess dates of the Department.
List of projects	Documents received that are translated and/or edited
Source of data	Document registers, quarterly activity reports.
Means of verification	1. Document registers approved by Deputy Directors 2. CD approved quarterly activity reports.
Data limitation	Dependency on beneficiaries
Method of calculation/assessment	$\frac{\text{No of documents completed within the quarter}}{\text{Total number of documents received and recorded for completion within the quarter}} \times 100$
Disaggregation of beneficiaries	Not applicable
Assumptions	That there will be requests for translation and editing
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	100%
Indicator responsibility	DDG: Arts and Culture Promotion and Development

Indicator title	3.3 NUMBER OF BURSARIES AWARDED FOR THE DEVELOPMENT OF QUALIFIED LANGUAGE PRACTITIONERS PER YEAR.
Definition/purpose	Financial support provided to institutions of higher learning to enable them to support students who are studying languages. This enables qualified language practitioners to work in various sectors to ensure that language practice is strengthened and that citizens receive quality services.
List of projects	Not applicable
Source of data	Quarter 3 reports received from universities.
Means of verification	<ol style="list-style-type: none"> 1. MoAs with universities 2. Payment stubs 3. Contracts between universities and students 4. Progress reports from universities 5. Transcripts of academic records 6. Proof of registration 7. Proof of payment of student fees 8. CD-Approved list of students from universities
Data limitation	Dependency on beneficiaries
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That students who meet the criteria as set by the institutions of higher learning will apply
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	250
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.4 NUMBER OF LOCAL AND INTERNATIONAL MARKET ACCESS PLATFORMS SUPPORTED	
Definition/purpose	This indicator refers to initiatives that expose creative products to markets and audiences to promote artists and create access to opportunities for networking, skills exchange, partnerships development and income generating opportunities. Projects can be identified from the sector strategies and engagements with partners before approval by the DG. The Market Access platforms are identified through strategic partnerships with the sector. The target is informed by the need to improve the production, dissemination of local content exposure to relevant markets, as this is our cultural capital which helps to define our identity and our vantage point in the world, thus also contributing to social cohesion, nation-building and national pride. The need is further informed by ongoing and expanding markets. Implementation of these projects can be done through two processes, 1. SCM Process [SCM] and 2. Transfer process [Transfer]. The decision of which process will be used is dependent upon who initiates the project (i.e DSAC or a beneficiary). As such, a project listed as being for a transfer, can be implemented through a SCM process if the circumstances change.	
List of projects	PROJECT	DISTRICT
	1. Royal Soapie Awards	National participation with the event happening in the City of Johannesburg, Gauteng
	2. South African Music Awards (SAMA) [Transfer]	National participation with the event happening in Bojanala
	3. Moshito Music Market & Exhibition [Transfer]	National participation with the event happening in Johannesburg Metro
	4. South African Traditional Music Awards: Emerging Talent Search & Awards [Transfer]	National participation with the event happening in Mbombela
	5. National Book Month [SCM]	National participation with an event happening in all 9 Provinces
	6. SA Fashion Week	National participation with the event happening in the city of Johannesburg, Gauteng
	7. Crown Gospel Awards [Transfer]	National participation with the event happening in EThekweni Metro
	8. South African Literary Awards (SALA) – Recognition Author Excellence [Transfer]	National participation with the event happening in one province on a rotational basis.
	9. Design Market Access Partnership Programme with SEDA [SCM]	National and International
	10. Fashion Industry Awards South Africa (FIASA) [Transfer]	National participation with the event happening in Johannesburg Metro
	11. Art Joburg Fair	National participation with the exhibition happening in the City of Johannesburg, Gauteng
	12. Venice Biennale [SCM]	International
	13. Art bank [Transfer]	National participation with the event happening in Mangaung
	14. Gothenburg Book Fair [Transfer]	International
	15. Performing Arts Market	National with the event in Cape Town.
	N.B. If for any unforeseen circumstances, a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a project replacement/substitution process and be communicated by the Unit to the Strategic Management & Planning Chief Directorate as per the policy.	
Source of data	Progress and Close-Out report from Event organisers/ Beneficiaries	



Means of verification	<u>Transfer Payments to beneficiaries</u> <ol style="list-style-type: none"> 1. Approved submission by CD/ DDG/DG, 2. MoA 3. Reports as per requirements of MoA 4. Payment stubs as per MoA tranches 5. Grant letter. <u>SCM Process to service providers:</u> <ol style="list-style-type: none"> 1. Approved submission by CD/DDG/DG 2. TOR/Task directives 3. Appointment letter/ order number 4. Report 5. Payment stubs 6. SLA, where applicable.
Data limitation	Accurate, reliable, and complete data provided by service provider/beneficiary
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Not Applicable
Assumptions	That the platforms/events will take place
Spatial transformation	National and International
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	15
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.5 NUMBER OF CAPACITY BUILDING PROJECTS SUPPORTED	
Definition/purpose	This indicator refers to financial support of training/skills development projects geared towards building capacity in the cultural and creative sector. The beneficiaries are identified through strategic partnerships with the sector and associated institutions proposals received that are identified as having merit for funding and contributing to the sector. Capacity building programs are programs where there are aspects of training or skills development involved for non-professional and professional artists, crafters, and designers. These projects can have the ability to move a participant from non-formal into the formal sector. Implementation of these projects can be done through two processes, 1. SCM Process [SCM] and 2. Transfer process [Transfer]. The decision of which process will be used is dependent upon who initiates the project (i.e. DSAC or a beneficiary). As such, a project listed as being for a transfer, can be implemented through a SCM process if the circumstances change.	
List of projects	PROJECT	DISTRICT
	1. Market Theatre Incubator [Transfer]	Johannesburg Metro
	2. State Theatre Incubator [Transfer]	Tshwane Metro
	3. Playhouse company Incubator [Transfer]	EThekweni Metro
	4. PACOFS Incubator [Transfer]	Mangaung Metro
	5. Arts Cape Incubator [Transfer]	City of Cape Town
	6. Nelson Bay Theatre Complex Incubator [Transfer]	Nelson Mandela Bay Metro
	7. Northern Cape Theatre Incubator [Transfer]	Pixley Ka seme district
	8. Design Focus Programme [Transfer]	Buffalo City Municipality
	9. Igoda Fashion Incubator [Transfer]	EThekweni Metro
	10. National Craft Incubator [SCM]	National Programme implemented virtually and physically in the City of Tshwane.
	11. Reading Clubs [Transfer]	Implemented in different Provinces, not yet confirmed
	12. Training programme (Amambazo Mobile Academy) [Transfer]	National participation with the main event happening in one province, and training activities in identified provinces, not yet confirmed.
	13. INDONI SA [Transfer]	EThekweni Metro
	14. DSAC Publishing Hub [Transfer]	National participation.
	15. Thato Malamo Leadership Academy [Transfer]	National participation happening in Cape Town Metro
	16. Eersterust Visual Arts Incubator [Transfer]	Tshwane Metro
	17. Sello Maake-Ncube [Transfer]	Johannesburg Metro
	18. Casterbridge Academy [Transfer]	Ehlanzeni District
	19. SARA Capacity Projects: [Transfer] a. Backstage Academy Project [Transfer] b. LETPC Conference c. International Relations	National participation happens in Johannesburg Metro.
	20. Women Writers' Programme [Transfer]	National participation, venue not yet confirmed.
	21. The Creative and Technology hub [Transfer]	ZF Mgcawu , Pixley Ka Seme, Amathole District, OR Tambo, Ehlanzeni, Ekangala, Gert Sibande.
	22. Animation Hub South Africa [Transfer]	Johannesburg Metro.
Source of data	Progress and Close-Out report from Event organisers/ Beneficiaries	
Data limitation	Accurate, reliable, and complete data provided by service provider/beneficiary	



Means of verification	<p>Performing Arts Institutions incubator projects –</p> <ol style="list-style-type: none"> 1. Approved submission by delegated authority 2. MoA 3. Grant letter 4. Report as per requirements of MoA. 5. Payment stub as per requirements of MoA. 6. BAS Report <p>Cultural and creatives Industry Projects – Transfer Payments</p> <ol style="list-style-type: none"> 1. Approved submission by CD/ DDG/DG 2. MoA 3. Report as per requirements of MoA 4. Payment stubs as per MoA tranches 5. Grant letter. <p>SCM Process:</p> <ol style="list-style-type: none"> 1. Approved submission by CD/DDG/DG 2. ToR 3. Appointment letter/ order number 4. Report 5. Payment stubs
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Continuation of strategic partnerships
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	22
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.6 NUMBER OF PROVINCIAL COMMUNITY ARTS DEVELOPMENT PROGRAMMES IMPLEMENTED PER YEAR
Definition/purpose	<p>The indicator is about the Department-defined MGE interventions that are outlined in the MGE strategy, to address community arts development. The interventions are in the form of programmes designed to reach out to communities in district and local municipalities, in partnership with provincial government departments. Provinces are the facilitators and coordinators of the programme in line with the Revised White Paper on Arts and Culture, while the Provincial Community Arts Development Programmes must meet the requirements as outlined in the National Business Plan for the Development of Community Arts Centres and programmes and are thus, supported both technically(the development aspect of the Provincial Community Arts Programmes) and provincial allocations are augmented financially by the Department (DSAC) to implement the programmes in partnership with the Implementing partners identified by provinces, and community arts centres and arts organizations, as the funds cannot be transferred directly to provinces and the support is not line with the requirements of the Division of Revenue Act (DORA). Funds are transferred to the nominated agencies by the provinces.</p> <p>.</p> <p>The Provincial Community arts development programmes can be delivered in any of the forms below:</p> <ol style="list-style-type: none"> 1. Provincial CAC strategy including access and utilisation of community arts centres (technical support/development of strategies and business plans) 2. Management Training and Capacity Building (financial support implementation) 3. Multi-disciplinary enhancement arts projects - is Arts development programmes including performing arts, crafts, visual arts, fashion design, photography etc. and the arts, culture, and heritage programming/ community arts offerings. Every programme that is offered through the means of arts/ artistic. (Financial support/implementation) 4. Infrastructure development/upgrading of facilities and equipment in Community Arts Centres (Financial support implementation)
List of projects	9 X Provincial Community Arts Development Programmes (one in each Province)
Source of data	Progress and close-out reports from Implementing agents signed-off by Provinces
Means of verification	<ol style="list-style-type: none"> 1. Approved submission by delegated authority 2. Implementation Plans 3. MoU (where applicable) 4. MOA 5. Report as per requirements of MoA 6. Payment stub as per requirements of MoA
Data limitation	Accurate, reliable, and complete data provided by service provider/beneficiary
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That Community Arts Centres are functional
Spatial transformation	Community Art Centres are in all the provinces
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	MTSF
MTSF indicator	Yes
Desired performance	9
Indicator responsibility	DDG: Arts and Culture Promotion and Development

Indicator title	3.7 NUMBER OF YOUTH FOCUSED ARTS DEVELOPMENT PROGRAMMES FINANCIALLY SUPPORTED
Definition/purpose	Programmes that financially support arts, culture, and heritage development for the inclusion of Youth (including young women). The programmes are implemented in partnership with various national and provincial departments, government entities/agencies as well as with sector organisations/civil society. The funding is given through the departmental Cultural Development Funding Policy and departmental Transfers and Subsidies policy. There are programmes that have a similar focus (on youth inclusion) that we support in collaboration, through MoUs, with Departments of Basic Education, Correctional Services, and the National Youth Development Agency (NYDA). We intend to extend collaborations with Departments such as Human Settlements and Cooperative Governance & Traditional Affairs. Each of the Programmes have projects that are reflected in the Annual Operational Plans document.
List of projects	<ol style="list-style-type: none"> 1. Arts Education & Training (AET) Programme 2. Arts Access Programme (in Juvenile Correctional Facilities) 3. Youth Enrichment Programme 4. Young Creatives Programme
Source of data	Transfer: Progress and Close-Out report from beneficiaries SCM: Close-out Reports from beneficiaries of funded projects.
Means of verification	<u>Transfer Payments to beneficiaries:</u> <ol style="list-style-type: none"> 1. Approved submission by CD/ DDG/DG, 2. MoA 2. Reports as per requirements of MoA 3. Payment stubs as per MoA tranches 4. Grant letter. <u>SCM Process to service providers:</u> <ol style="list-style-type: none"> 1. Approved submission by CD/DDG/DG 2. TOR/Task Directives 3. Appointment letter/ order number 4. Report 5. Payment stub 6. SLA, where applicable. Implementation of these projects can be done through two processes, 1. SCM Process [SCM] and 2. Transfer process [Transfer]. The decision of which process will be used is dependent upon who initiates the project (i.e DSAC or a beneficiary). As such, a project listed as being for a transfer, can be implemented through a SCM process if the circumstances change.
Data limitation	Dependency on 3rd Party reports for the submission of final external reports
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	All the youth-focused programmes will cover young people irrespective of gender. The programmes will also consider the inclusion of youth from all races and rural towns and rural areas. The programmes will target both in- and out of school youth, including those in incarceration. The final disaggregation will be given during reporting at the end of the programme as it is still dependent upon the project proposals received and can therefore not be accurately set up front.
Assumptions	That the youth are interested in the programme
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	Youth Development Priority Agenda
MTSF indicator	No
Desired performance	4
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.8 NUMBER OF INITIATIVES AGAINST GENDER-BASED VIOLENCE AND FEMICIDE FINANCIALLY SUPPORTED.
Definition/purpose	The indicator is about funding of the initiatives/projects opposed to 'Gender-Based Violence and Femicide' initiatives. While the projects are delivered through various delivery agents, the Department contributes funding to enable them to succeed.
List of projects	1. Silapha Wellness 2. Golekane 3. Baqhawafazi
Source of data	Progress and Close-out report from Services provider / Beneficiary
Means of verification	1. DDG-Approved submission and MoA or SLA 2. Payment stubs as per the requirements of MOA or SLA 3. Approved reports as per the requirement of MOA or SLA
Data limitation	Dependency on 3rd Party for the submission of reports
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Disaggregation provided during reporting.
Assumptions	Not applicable
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	3
Indicator responsibility	DDG: Arts and Culture Promotion and Development

Indicator title	3.9 NUMBER OF INTERNATIONAL RELATIONS STRATEGIES DEVELOPED.
Definition/purpose	The development of the International Relations Strategy refers to the development of the concept document approved by the DDG following consultations by internal and external stakeholders for final approval by the DG. The strategy will be the plan of action that guides the implementation of the DSAC International Relations mandate to be undertaken by the Chief Directorate: International Relations
List of projects	International Relations Strategy
Source of data	International Relations document repository (Chief Director – International Relations)
Means of verification	DSAC International Relations Strategy approved by the DG
Data limitation	Delays in receiving inputs from both internal and external stakeholders.
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Not applicable
Spatial transformation	International
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	Yes
Links to other plans	No
MTSF indicator	No
Desired performance	One approved IR Strategy for sport, arts, and culture
Indicator responsibility	Chief Director: International Relations



Indicator title	3.10 NUMBER OF MORAL REGENERATION MOVEMENT PROJECTS SUPPORTED BY GOVERNMENT
Definition/purpose	Reflection of government's support to the moral regeneration programme. DSAC provides financial support to the Moral Regeneration Movement as a vehicle/intervention to promoting social cohesion and nation building, with broad societal participation. The projects are scheduled throughout the year in various quarters, with some being duplicated. The name of projects per quarter is provided to improve clarity. With each project counting once, irrespective of the number of quarters in which it is implemented, the quarterly targets will reflect alignment with the annual target.
List of projects	<ol style="list-style-type: none"> 1. Ethical Leadership 2. Youth Month Dialogue 3. Charter of Positive Values 4. Anti-Femicide and GBV 5. MRM Month
Source of data	Project reports from MRM.
Means of verification	Memorandum of Agreement (MoA) Chairperson-approved reports from MRM Payment stubs as per the MoA / BAS report
Data limitation	Not Applicable
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That the MRM will implement the project as agreed. That people will have interest to attend.
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	5
Indicator responsibility	DDG: Corporate Services

Indicator title	3.11 NUMBER OF COMMUNITY CONVERSATIONS / DIALOGUES IMPLEMENTED TO FOSTER SOCIAL INTERACTION PER YEAR.
Definition/purpose	Community conversations/dialogues implemented in diverse communities to foster social integration and inclusion. This, with the objective of enhancing social cohesion and nation building in the country. Community conversations are social dialogues across all communities meant to bridge existing divisions, among others, along race, class, gender, religion, culture, and other contours of human difference.
List of projects	Not applicable
Source of data	DDG approved quarterly reports
Means of verification	<ol style="list-style-type: none"> 20 DDG-approved quarterly reports on community conversations/dialogues. List of community conversations/dialogues implemented to foster social interaction. DDG or DG-approved submission for community conversations/dialogues implemented
Data limitation	Dependency on partners
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Not applicable
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	20
Indicator responsibility	DDG: Corporate Services



Indicator title	3.12 NUMBER OF ADVOCACY PLATFORMS ON SOCIAL COHESION IMPLEMENTED BY SOCIAL COHESION ADVOCATES
Definition/purpose	Advocacy platforms are implemented by Social Cohesion Advocates. The Social Cohesion Advocates are imminent persons in our society who assist the Department to foster social cohesion and nation building in communities. They are essential in promoting peaceful coexistence and responding to events that put the stability of our communities in jeopardy.
List of projects	20 advocacy platforms that cover a range of areas such as gender-based violence and patriarchy, racism, xenophobia, alcohol and drug abuse, violent crime, and many other related social ills
Source of data	Report from social cohesion advocates
Means of verification	<ol style="list-style-type: none"> 20 DDG-approved reports on advocacy platforms Appointment letters for Social Cohesion Advocates Notes of acceptance of appointment List of Advocacy Platforms on social cohesion by Social Cohesion Advocates. Approved submission for advocacy platforms held (NB. The approval is either Director, Chief Director or DDG, depending on the delegations).
Data limitation	Dependency on social cohesion advocates
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Interest in attending advocacy platforms
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	20
Indicator responsibility	DDG: Corporate Services

Indicator title	3.13 NUMBER OF PROJECTS THROUGH WHICH TARGET GROUPS ARE SUPPORTED
Definition/purpose	The indicator is about the funding of target groups, namely children, people with disabilities, older persons and women. The aim of the programme is to intensify multi-sectoral partnerships and the integration of projects with NPOs and communities. Different sectors of society, including civil society, will participate in the implementation of projects to advance socio-economic empowerment of the above target groups.
List of projects	Projects will be supported from each of these project categories. In some instances, more than one category may be supported through a single project: <ol style="list-style-type: none"> 1. Projects focusing on children. 2. Projects focusing on people with disabilities. 3. Projects focusing on older persons 4. Projects focusing on women
Source of data	Report from service provider / beneficiary
Means of verification	<ul style="list-style-type: none"> • DDG-Approved submission and MoA • Payment stubs as per the requirements of MOA • BAS Payment Report • Reports as per the requirement of MOA
Data limitation	Dependency on 3rd Party for the submission of reports
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Disaggregation provided during reporting.
Assumptions	Not applicable
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	8
Indicator responsibility	DDG: Corporate Services



Indicator title	3.14 NUMBER OF NATIONAL DAYS' CELEBRATIONS HELD
Definition/purpose	The celebration of National Days is about increasing awareness about the country's triumph against adversities of the past, thus contributing towards protecting, preserving and promoting our heritage. National Days are designed to invoke national pride and foster social cohesion.
List of projects	The celebrations are for the following National Days: <ol style="list-style-type: none"> 1. Freedom Day (27 April) Q1 2. Youth Day (16 June) Q1 3. National Women's Day (9 August) Q2 4. Heritage Day (24 September) Q2 5. Day of Reconciliation (16 December) Q3 6. Human Rights Day (21 March) Q4
Source of data	Project manager reports
Means of verification	DDG-approved report on each National Day
Data limitation	None
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable – based on actual participation
Assumptions	That the events will be hosted
Spatial transformation	The days are rotated throughout the country
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No (but was last included in the APP in 2019/20)
Links to other plans	No
MTSF indicator	No
Desired performance	6
Indicator responsibility	DDG: Corporate Services

Indicator title	3.15 NUMBER OF PROJECTS IN THE CREATIVE INDUSTRY SUPPORTED THROUGH THE MZANSI GOLDEN ECONOMY PROGRAMME
Definition/purpose	<p>The following projects are supported financially.</p> <p>Flagships (National 9; Provincial 22): Strategic partnerships and special projects within the Department's programmes that have a high impact on a national level. These events support the mandate and objectives of the Department in terms of stimulating the economy through job creation at national, provincial, and local levels and further celebrating the African continent. Special projects are unsolicited strategic programmes based on various MGE workstreams that have an impact on a national and provincial level and support the mandate and objectives of the Department. These may include projects initiated by sector organisations, those emanating from commissioned sector strategies and research, and recommendations from various stakeholders' consultative processes.</p> <p>Open Call projects (50): <i>Cultural events</i> (26) are geared at the creation, development, and promotion of local content. The objectives are to contribute to local economic development, job creation and the development of audiences. The work stream creates platforms to developmental artists at a local level so that they mature to Provincial and National level. <i>Touring Venture</i> projects (12) are geared at increasing mobility and access of South African arts practitioners to the local and international market. The project must heighten local and or international consumption of South African products thus creating job opportunities for artists with the resultant effect of economic growth of our country. The support extends to invitations received by artists to participate in arts related engagements outside or within the borders of South Africa.</p> <p>The <i>Public Art</i> programme (12) supports artists, art organisations and communities in accessing arts and culture freely where they live. It aims to create job opportunities at a provincial and national level for artists, designers, storytellers, crafters, performance artists and a range of other practitioners in the cultural and creative sectors. It seeks to create artworks that crosscuts public spaces, where the general public is most times involved in the realisation and presentation of the public artworks, thereby developing new audiences.</p> <p><i>Africa Month</i> (9) The Africa Month Projects are projects that have a focus on Africa continent during the Africa Month of May annually.</p>
List of projects	<p>Flagships</p> <p>22 Provincial Flagships across all provinces:</p> <p>GP:</p> <ol style="list-style-type: none"> 1. GiG Economy 2. Re-ignite the Mind Festival 3. HangOuts <p>WC:</p> <ol style="list-style-type: none"> 4. Cape Town Carnival 5. SuidOoste Fees 6. Open Book Festival <p>KZN:</p> <ol style="list-style-type: none"> 7. Festival of Beads <p>NW:</p> <ol style="list-style-type: none"> 8. Mahika Mahikeng 9. Taung Cultural Calabash <p>MP:</p> <ol style="list-style-type: none"> 10. Mpumalanga Cultural Experience 11. Art of Legends <p>LP:</p> <ol style="list-style-type: none"> 12. Marula Festival 13. Mapungubwe Arts Festival



List of projects	<p>EC:</p> <ol style="list-style-type: none"> 14. Isinqisethu Cultural Festival 15. Provincial Arts & Culture Awards <p>NC:</p> <ol style="list-style-type: none"> 16. Kalahari Desert Festival 17. Kgalagadi Jazz Festival 18. Northern Cape Awards 19. NAMCUFE 20. Damas Cultural Festival <p>FS:</p> <ol style="list-style-type: none"> 21. Home Brew Development Programme 22. Famo Cultural Mine Dance Festival <p>9 National flagships:</p> <ol style="list-style-type: none"> 1. Cape Town Jazz International 2. Joy of Jazz 3. National Arts Festival 4. Moretele Tribute Concert 5. We Can Festival 6. Beautiful Things Exhibition 7. Ebubeleni Festival 8. Abantu Book Festival 9. Johannesburg Comedy festival <p>The 50 open call projects are dependent upon the applications received.</p> <p>This list is provisional and project projections are interchangeable between categories. Ninety projects will be supported irrespective of the category of event.</p>
Source of data	Progress and/or Close-Out report from Event organisers/ Beneficiaries
Means of verification	<p>Flagships: Provincial / National</p> <ol style="list-style-type: none"> 1. Approved submission by delegated authority. 2. MoA for direct grant funding /Z59 interdepartmental transfers, 3. Reports as per requirements where a MoA is applicable. 4. Close out report for Z59 projects 5. Payment stub/s as per MoA. <p>Open call projects: (Public Art, Touring Ventures, Cultural events; Africa Month):</p> <ol style="list-style-type: none"> 1. Register of open call MGE applications received. 2. Approved submission by delegated authority 3. MoA 4. Reports as per requirements of MoA 5. Payment stubs as per MoA. 6. In the case of a deviation from the normal process the following documents will be submitted. <p>(a) A deviation submission signed by the Accounting Officer regarding the non-availability of the MOA elaborating on the reasons for the deviation.</p> <p>(b) A post-facto MOA where contracting happened after the event took place. This process is done for the purpose of creating the item as required by the National Treasury. It will also require approval by the Accounting Officer. The other processes of implementing projects until reporting is the same as above.</p>



Data limitation	Dependency on response to open calls.
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Provided during reporting, not available upfront as open calls are available.
Assumptions	It is assumed that response to open call will equate to the number of planned targets for the open call.
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Links to other plans	No
MTSF indicator	Yes
Desired performance	90
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.16 NUMBER OF ARTISTS PLACED IN SCHOOLS PER YEAR
Definition/purpose	The revised White Paper on Arts and Culture commits the Department to play an active role in the improvement of quality of creative arts and culture in the public schools. As a result, DSAC initiated and continues to fund the Artists in Schools (AiS) project with the view to alleviate capacity constraints in the delivery of the creative arts subject in the public schools and create jobs opportunities for arts practitioners. Artists are selected following a recruitment process through social media platforms and community radio stations in some cases. New artists are also auditioned to ascertain levels of proficiency in the specialization genres. Arts practitioners are placed in schools to promote and support arts education in schools. Any placement in schools is preceded by a capacity building workshop for the artists. In the school's artists are paired the creative arts teachers who will be guiding them on the curriculum issues. Most of the placements happen in primary schools where the demand and challenges are huge. Participation by the schools is voluntary and as such a negotiation process precedes any placement of artists in the schools. Willingness by the Principals is the key to the school's selection and Participation in the AiS Programme.
List of projects	Not applicable
Source of data	Progress and/or Close-Out report from Beneficiaries
Means of verification	<ol style="list-style-type: none"> 1. Approved submission by DG 2. Proposals 3. MoA/SLA with service provider 4. Payment stubs 5. Contracts and Copy of ID documents of arts practitioners. 6. List of schools 7. List of artists 8. Reports 9. Confirmation letters from schools
Data limitation	Dependency on third parties for submission of reports. Accuracy of beneficiary reporting
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Beneficiaries will be disaggregated when reporting.
Assumptions	That placement opportunities will be available.
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	340
Indicator responsibility	DDG: Arts and Culture Promotion and Development

Indicator title	3.17 NUMBER OF REPORTS PRODUCED BY SACO
Definition/purpose	Production of all research reports relevant to the sector as defined in the SLA, produced by SACO (South African Cultural Observatory). The report is deemed produced and therefore final after it is received by the Department and signed off by the DDG.
List of projects	The research agenda developed by consultation of Department and the sector, informs the choice of research reports to be produced. Steering committee meets quarterly to assess progress and plan implementation of the research agenda.
Source of data	Research Agenda and Reports from Services Provider.
Means of verification	<ol style="list-style-type: none"> 1. Approved research agenda revised annually. 2. Chief Director-Approved quarterly progress report. 3. Approved research reports. <i>(Reports are considered to be produced when they have been approved and signed off by the DDG).</i>
Data limitation	Dependency on third party for submission of reports
Method of calculation/assessment	Simple Count.
Disaggregation of beneficiaries	Not applicable
Assumptions	That there is capacity to service the broadened SAC sector
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	16
Indicator responsibility	DDG: Arts and Culture Promotion and Development



Indicator title	3.18 NUMBER OF FILMS AND DOCUMENTARIES SUPPORTED TELLING STORIES OF THE HISTORY OF LIBERATION, CULTURAL AND HERITAGE IMPORTANCE.
Definition/purpose	Providing support towards the development and production of film projects and documentaries that focus on the history of liberation and stories of cultural and historical importance. DSAC provides financial support with NFVF being the Implementing Agent.
List of projects	Only available after Call for Applications has been published and processed
Source of data	Progress and Close-Out report from the Service Provider (National Film and Video Foundation)
Means of verification	<ol style="list-style-type: none"> 1. Approved submission by DG, 2. Business Plan from NFVF 3. MOA with the NFVF. 4. Reports as per MOA with NFVF 5. Grant letter to NFVF 6. Payment stub as per MOA with NFVF
Data limitation	Accuracy of beneficiary reporting
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That there is enough funding to meet the need
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	Yes
Links to other plans	No
MTSF indicator	Yes
Desired performance	10
Indicator responsibility	DDG: Arts and Culture Promotion and Development

N.B. (applicable to all indicators) If for any unforeseen circumstances, a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a project replacement/substitution process and be communicated by the Unit to the Strategic Management & Planning Chief Directorate, as per the applicable policy.

PROGRAMME 4: HERITAGE PROMOTION AND PRESERVATION

Indicator title	4.1 NUMBER OF STUDENTS AWARDED WITH HERITAGE BURSARIES PER YEAR
Definition/purpose	The DSAC has embarked on the implementation of heritage bursaries programme to bridge the skills gap within the heritage sector. This is done through provision of financial support to students to further their heritage studies at institutions of higher learning.
List of projects	45 bursaries awarded for the development of qualified heritage practitioners
Source of data	Reports from institutions of higher learning.
Means of verification	To be verified at the end of Q1: 1. MoAs with institutions of higher learning 2. Payment stubs (payment to institutions of higher learning) 3. Proof of provisional admission or Proof of Registration To be verified in Q4: 4. Proof of payment of student fees (from institutions of higher learning) 5. Academic reports.
Data limitation	Accurate, reliable, and complete data provided by institutions of higher learning.
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Beneficiaries will be disaggregated during reporting
Assumptions	That there will be applications made by the students
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	45
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.2 NUMBER OF BOOKS DOCUMENTING LIVING HUMAN TREASURES PUBLISHED.
Definition/purpose	To identify, promote and safeguard, for transmission to the next generations, the knowledge, and skills of specialist practitioners. Living human treasures are selected in accordance with the criteria and processes in the Living Heritage Policy. They are defined by UNESCO as "a person who possesses to a high degree the knowledge and skills required for performing or re-creating specific elements of the intangible cultural heritage" "Document" means record in writing, photography, film the life and work of living human treasures. Drafted means data for the chapters of the books are researched, compiled into chapters, edited, quality assessed, and the draft publication is designed. The DSAC commissions the writing of the books through the appointment of a service provider to write and publish the books on Living Human Treasures.
List of projects	5 Books documenting living human treasures as identified by the Indigenous Knowledge System Panel.
Source of data	Reports from Indigenous Knowledge Holders
Means of verification	<ol style="list-style-type: none"> 1. Books documenting living human treasures 2. DG-approved submission 3. Appointment letter 4. SLA 5. Payment stubs as per SLA
Data limitation	Availability and access to data
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That there will be access to information from knowledge holders
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	5
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.3 NUMBER OF PUBLIC AWARENESS ACTIVATIONS ON THE “I AM THE FLAG” CAMPAIGN
Definition/purpose	The flag is the brand image of the country and of our nationhood. The role of the flag is to express identity and to provide a single identity within the diverse members of the society. The promotion of the national flag, thus, has a potential to unite people irrespective of their diverse backgrounds. The Department initiated the project, ‘#I AM THE FLAG’ Campaign. This campaign is to present the flag as our single identity, and to emphasise that the flag is symbol of our democracy. To this effect public awareness, activations to promote the national flag are undertaken. The activations vary depending on the venue selected or provided, the target market (whether they always in motion as in taxi ranks or they confined in an enclosed venue) and other social variables. In its variation, the activation will involve, amongst others, information sharing session and distribution of promotional materials. DSAC procure promotional materials, organise, and manage the activations in collaboration with partners such as provincial governments.
List of projects	20 Public awareness activations to promote the national flag: (these activations will vary, depending on the venue and the specific target market) These activations will be done in all nine provinces. Q1 = 6 activations Q2 = 6 activations Q3 = 4 activations Q4 = 4 activations
Source of data	Bureau of Heraldry report
Means of verification	20 DDG-approved project reports on public awareness activations to promote the national flag.
Data limitation	Dependency on external partners
Method of calculation/assessment	Count
Disaggregation of beneficiaries	Not Applicable
Assumptions	That there will be interest and attendance from specific target market.
Spatial transformation	Not Applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	20
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.4 NUMBER OF FLAGS PROVIDED TO SCHOOLS
Definition/purpose	All schools in South Africa have a responsibility to fly national flags. The purpose of this endeavour is to promote national identity, thereby, advancing nationhood and Social Cohesion. Furthermore, national symbols are part of the school syllabus. The provision of flags in schools compliment the learning area associated with national symbols. In 2005 a project, 'Flag in Every School' was initiated. The first installation took place in 2007. Since then, more than 25 000 flags were installed in schools. From time to time, the Department receive requests to provide flags in schools (first time requests and those whose flags were affected by elements of nature). Hence, the Department continues to procure and provide flags to schools.
List of projects	Not Applicable
Source of data	Bureau of Heraldry report
Means of verification	1. Flag provision acknowledgement note signed and stamped or indicating that the school does not have a stamp in the acknowledgement note by school representative. 2. List of schools (including Province and Municipality).
Data limitation	Accurate, reliable, and complete data provided by school
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not Applicable
Assumptions	That there is a flagpole in a school.
Spatial transformation	Not Applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	Yes
Desired performance	100
Indicator responsibility	DDG: Heritage Promotion and Preservation

Indicator title	4.5 NUMBER OF WORKSHOPS HOSTED TO ADVANCE KNOWLEDGE OF NATIONAL SYMBOLS.
Definition/purpose	<p>Citizens should be familiar with the national symbols, their roles and history. The information on national symbol is research, simplified and published in various formats. Furthermore, the information on national symbols is shared with the members of the communities through workshops. The objective of the national symbols workshop is to advance knowledge on national symbols to:</p> <ol style="list-style-type: none"> 1) promote South African national symbols. 2) highlight the role of national symbols in expressing our common national identity as people of South Africa 3) use national symbols to cultivate a patriotic spirit 4) advance nationhood and social cohesion. <p>The workshops are presented by the officials of DSAC.</p>
List of projects	<p>10 Workshops to advance knowledge on National Symbols, including the Flag, undertaken:</p> <p>At least, one workshop per province.:</p>
Source of data	Bureau of Heraldry report
Means of verification	<ol style="list-style-type: none"> 1. Workshop attendance registers or list of attendees (depending on the form of the workshop), 2. DDG-approved Reports on the workshops held
Data limitation	Not Applicable
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not Applicable
Assumptions	Workshop attendance.
Spatial transformation	Not Applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	10
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.6 NUMBER OF HERITAGE LEGACY PROJECTS WHERE EXHIBITION CONTENT IS DEVELOPED.
Definition/purpose	The Department has a mandate to transform the national heritage landscape of South Africa to be inclusive by developing new monuments and heritage sites to preserve, protect and promote our heritage for current and future generations to remind ourselves where we come from. Although the Department developed several monuments and heritage sites, not enough has been done and the landscape still does not reflect and is still not inclusive of all South Africa's heritage, histories and people and a lot still needs to be done to correct this. Development of exhibition content means the conceptualization, design, research, collection, installation and presentation of objects, information in various forms in newly created museums and equipping these museums with operational tools such as furniture, information technology, etc. whilst they are either under construction or where construction has been finalized. DSAC appoint service providers and monitor the successful content development and equipping process by the service provider against the implementation plan.
List of projects	<ol style="list-style-type: none"> 1. Sarah Bartmann Centre of Remembrance: Production: of Exhibition 2. Installation of the exhibition of the Winnie Madikizela-Mandela bombed clinic <p>N.B. If a specific project cannot take place a project with a similar objective will replace it. This should be initiated through a replacement / substitution process and be communicated by the unit.</p>
Source of data	Report from appointed service providers
Means of verification	DDG-approved implementation plan DDG-approved progress reports
Data limitation	Third party dependency
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	Service providers will achieve targets within the applicable timelines
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Annually
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	2
Indicator responsibility	DDG: Heritage Promotion and Preservation

Indicator title	4.7 NUMBER OF PROGRESS REPORTS ON RESISTANCE AND LIBERATION HERITAGE ROUTE SITES RECEIVED AND ANALYSED.
Definition/purpose	The Resistance and Liberation Heritage Route is about the recognition of people, communities, icons, places/sites, and the recording of epoch-making stories which had a significant impact on the South Africa's struggle against colonialism and for liberation. The Programme is part of the UNESCO and AU Programme of the African Liberation Heritage Programme "Roads to Independence." The Department together with the Provinces and the National Heritage Council (NHC) are developing RLHR sites, as part of the RLHR to preserve, protect and promote our liberation heritage for current and future generations to remind ourselves what we had to go through for our liberation. The NHC provides DSAC with quarterly progress reports. Upon receipt of these reports DSAC analyses the reports to check that the progress reported is in line with the implementation plan agreed upon.
List of projects	Not applicable
Source of data	National Heritage Council report
Means of verification	DDG or DG approved quarterly progress report on the Resistance and Liberation Heritage Route
Data limitation	Third party dependency
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	The NHC will provide reports on progress against implementation plans
Spatial transformation	Provincial
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	4
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.8 NUMBER OF RECORDS DIGITISED
Definition/purpose	NARSSA reformat archival records that are on analogue format to digital format for easy online access.
List of projects	<ol style="list-style-type: none"> 1. Treason Trial Dictabelts 2. TRC Audio Tapes
Source of data	National Film, Video and Sound Archives report
Means of verification	<ol style="list-style-type: none"> 1. Project report approved by CD or DDG 2. List of digitised records
Data limitation	Digitised records can be viewed only on the system of the National Archives
Method of calculation/assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	That the records are in a state/condition that allows digitisation
Spatial transformation	Not applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	300
Indicator responsibility	DDG: Heritage Promotion and Preservation

Indicator title	4.9 NUMBER OF LIBRARIES FINANCIALLY SUPPORTED PER YEAR	
Definition/purpose	<p>The national Department coordinates the planning and implementation of the Conditional Grant to promote a culture of reading and writing through access to newly built or modular (customised prefabricated structures) libraries. The national Department transfers an allocation to provinces as per the payment schedule.</p> <ul style="list-style-type: none"> The role of the national Department is also to provide oversight over provincial projects through site visits, including the monitoring and evaluation of performance as per the approved provincial business plans. Provincial Departments are primarily responsible for the implementation of all grant projects as per the approved business plans. The role of the municipalities in this regard is dependent on provincial strategies or policy. 	
List of projects	PROJECT	DISTRICT
	1. Ntabankulu Library	Alfred Nzo District:Ntabankulu Local Municipality
	2. Izingcuka Modular Library	O R Tambo District: Mhlontlo Local Municipality
	3. Ingquza Hill Library	OR Tambo District: Inngcuza hill Local Municipality
	4. Cornelia Library	Mangaung Metro:Fezile Dabi Local Municipality
	5. Clarens Modular Library	Thabo Mofutsanyane District: Dihlabeng Local Municipality
	6. Batho Dual Library	Mangaung Metro
	7. Kocksoord Library	West Rand District:Randfontein Local Municipality
	8. Zuurbekom Library	West Rand District:Randfontein Local Municipality
	9. Nquthu Library	uMzinyathi District:Nquthu Local Municipality
	10. Shayamoya Library	Harry Gwala District:Greater Kokstad Local Municipality
	11. Kwa Mdakane Library	Amajuba District: Dannhauser Local Municipality
	12. Endaleni Library	uMgungundlovu District:Richmond Local Municipality
	13. Msinga/Ofabeni Library	Umzinyathi District:Msinga Local Municipality
	14. Umzumbe Library	uGu District:Umzumbe Local Municipality
	15. Vleifontein Library	Vhembe District: Makhado Local Municipality
	16. Botshabelo Library	Waterberg District: Lephalale Local Municipality
	17. Sekhukhune Library	Sekhukhune District:Makhuduthamaga Local Municipality
	18. Tshaulu library	Vhembe District:Thulamela Local Municipality
	19. Dumela Library	Vhembe District: Collins Chabane Local Municipality
	20. Ethandukukhanya Library	Gert Sibande District:Mkhondo Local Municipality
	21. Kwa Mhlanga Library	Nkangala District:Thembisile Hani Local Municipality
	22. Provincial Depot Library	Francis Baard District:Sol Plaatje Local Municipality
	23. Galeshewe Library	Francis Baard District:Sol Plaatje Local Municipality
	24. Dinokana Library	Ngaka Modiri District: Ramotshere Local Municipality
	25. Wolmaranstad Library	Kenneth Kaunda District: Maquassi Local Municipality
	26. Kgakala Modular Library	Dr Kenneth Kaunda District: Maqassi Hills Local Municipality
	27. Moshana Modular Library	Bojanala Platinum District Ramotshere Moiloa Local Municipality
	28. Uitkyk Modular Library	Bojanala Platinum District:Moses Kotane Local Municipality
	29. Madihe A Makgabana Modular Library	Ngaka Modiri Molema District: Mahikeng Local Municipality
	30. Mmatau Modular Library	Bojanala District:Moses Kotane Local Municipality
	31. Overhex Modular Library	Overberg District:Overstrand Local Municipality
	32. Wagenmakers Modular Library	Namaqua District:Karoo Hoogland Local Municipality



Source of data	Provincial Departments responsible sport, arts, and culture quarterly report
Means of verification	Payment stubs DDG approved Progress Report
Data limitation	Not applicable
Method of calculation/ assessment	Simple Count
Disaggregation of beneficiaries	Not applicable
Assumptions	The provinces will construct the libraries.
Spatial transformation	Not applicable
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	32
Indicator responsibility	DDG: Heritage Promotion and Preservation



Indicator title	4.10 NUMBER OF GAZETTE NOTICES ON STANDARDISED GEOGRAPHICAL NAMES PUBLISHED
Definition/purpose	This refers to Gazette notice issued by Government Printers with a list of standardised geographical names, aims to promote transformation of heritage landscape through geographical names standardisation. The DSAC submits approved list of geographical names to the Government Printing Works to publish the Government Gazette on behalf of the DSAC.
List of projects	Drafting and publishing of 3 Government Gazette notices
Source of data	South African Geographical Names Council report
Means of verification	1. List of gazetted names (including Province and Municipality) 2. Government Gazette Notices.
Data limitation	Not Applicable
Method of calculation/assessment	Simple count
Disaggregation of beneficiaries	Not Applicable
Assumptions	Receipt and approval of geographical names from Provincial Geographical Names Committees
Spatial transformation	Not Applicable
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly
Indicator type	Quantitative
New indicator	No
Links to other plans	No
MTSF indicator	No
Desired performance	3
Indicator responsibility	DDG: Heritage Promotion and Preservation

N.B. (applicable to all indicators) If for any unforeseen circumstances, a specific project cannot take place, a project with a similar objective will replace it. This will be initiated through a project replacement/substitution process and be communicated by the Unit to the Strategic Management & Planning Chief Directorate as per the applicable policy



ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Twelve standardised indicators were published in the 2020-2025 Strategic Plan (pg. 106). In 2021 a revised list, of seven indicators was submitted to DPME for implementation from 2022/23

Initial standardised indicators (2020)	Revised standardised indicators (2022) To be maintained for 2023/24.
<ol style="list-style-type: none"> 1. Number of community conversations/dialogues held to foster social interaction. 2. Number of public awareness activations on the "I am the flag" campaign. 3. Number of people actively participating in organised sport & active recreation events. 4. Number of job opportunities created through arts, culture, and heritage programmes. 5. Number of practitioners benefiting from capacity building opportunities 6. Number of athletes supported by the sport academies. 7. Number of artists placed in schools per year. 8. Number of Provincial Resistance and Liberation Heritage Route (RLHR) sites developed and managed. 9. Number of new libraries built. 10. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards. 11. Proportion of total budget spend set aside for youth, women and people with disability. 12. Clean audit outcomes 	<ol style="list-style-type: none"> 1. Number of community conversations/dialogues implemented to foster social interaction per year. 2. Number of public awareness activations on the "I am the Flag" campaign. 3. Number of libraries established per year. 4. Number of public awareness programmes conducted in archives. 5. Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards. 6. Number of athletes supported by the sports academies. 7. Number of learners participating at the district school sport tournaments.



ANNEXURE B: CONDITIONAL GRANTS

Name of grant	Purpose	Outcomes & Outputs	Current annual budget		Period of grant
Mass-Participation and Sport Development Grant	To facilitate sport and active recreation participation and empowerment in partnership with relevant stakeholders	Outcomes:	Province	Allocation R'000	Grant continues until 2024/25 subject to review
		Increased and sustained participation in sport and active recreation.	Eastern Cape	72 267	
			Free State	41 318	
		Improved sector capacity to deliver sport and active recreation.	Gauteng	124 727	
			KwaZulu-Natal	101 488	
		Outputs	Limpopo	66 331	
			Mpumalanga	52 765	
			Northwest	34 447	
			Northern Cape	48 101	
			Western Cape	62 516	
		a. School sport			
b. Community sport					
c. Siyadlala					
d. Club development					
e. Sports academies					
f. National Training Centre					
Mass Participation and Sport Development Grant total allocation					R 603 960 000



Name of grant	Purpose	Outcomes & Outputs	Current annual budget				Period of grant		
Community Library and Service Grant	To transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives	Outcomes:	Province	Current Allocation R'000	Capital Allocation R'000	Total Allocation R'000	Grant continues until 2024/25 subject to review		
		Improved coordination and collaboration between national, provincial and local government on library services.	Eastern Cape	149,397	28,692	178,089			
		Improved access to library and information services delivered to all rural and urban communities.	Free State	170,275	8,197	178,472			
			Gauteng	171,522	5,000	176,522			
		Improved library infrastructure and services that meet the specific needs of the communities they serve.	KwaZulu-Natal	120,043	69,007	189,050			
			Limpopo	121,123	32,474	153,597			
		Improved staff capacity at urban and rural libraries to respond appropriately to community knowledge and information needs.	Mpumalanga	137,226	33,500	170,726			
			North West	108,005	44,446	152,451			
		Improved culture of reading and literacy development.	Northern Cape	162,375	16,187	178,562			
			Western Cape	191,131	2,200	193,331			
		Outputs:							
		a. Library Information Communication Technology (ICT) infrastructure and systems software installed and maintained in all provinces.							
b. New services established for the visually impaired at identified community libraries in all provinces.									
c. Existing contract library staff maintained in all provinces.									
d. Capacity building programmes									
Community Library and Service Grant total allocation				1,331,097	239,703	1,570,800			



ANNEXURE C: CONSOLIDATED INDICATORS

Standardised indicators for the 2023/24 financial year

Provincial institutions within the sport, arts and culture sector: These are a core set of indicators that have been developed and agreed to by all provincial institutions within the sport, arts and culture sector together with DSAC. The standardised indicators are relevant to achieving our sector-specific priorities and have been approved by the provincial Accounting Officers. They have been incorporated into the provincial institutions' APPs and form the basis of the quarterly and annual performance reporting process.

Institution	Output Indicator	Annual Target	Data source
PROVINCIAL DEPARTMENTS OF SPORT, ARTS AND CULTURE	P2: Cultural Affairs		PROVINCIAL DEPARTMENTS OF SPORT, ARTS AND CULTURE
	• Number of community conversations/dialogues implemented to foster social interaction per year. (DSAC APP 3.11)	56	
	• Number of public awareness activations on the "I am the Flag" campaign. (DSAC APP 4.3)	20	
	P3: Library and Archives Services		
	• Number of libraries established per year. (DSAC APP 4.9)	32	
	• Number of public awareness programmes conducted in archives. (DSAC National Archives)	44	
	P4: Sport and Recreation		
	• Number of schools, hubs and clubs provided with equipment and/or attire as per the established norms and standards. (DSAC APP 2.5)	2 500	
	• Number of athletes supported by the sports academies. (DSAC APP 2.2)	3 700	
	• Number of learners participating at the district school sport tournaments. (DSAC APP 2.7)	75 000	

Public Entities within the sport, arts and culture sector: The following indicators are also relevant to achieving our sector-specific priorities and are implemented through arts, culture and heritage public entities:

Institution	Output Indicator	Data source
DEPARTMENT OF SPORT, ARTS AND CULTURE PUBLIC ENTITIES	HERITAGE	DEPARTMENT OF SPORT, ARTS AND CULTURE PUBLIC ENTITIES
	• Total number of collections (heritage) items	
	• Number of new acquisitions	
	• Number of accessioned/archived materials (heritage items)	
	• Number of total collection items digitized	
	• Number of exhibitions curated	
	DEVELOPMENT AGENCIES	
	• Number of projects funded	
	• Number of projects funded targeting women, youth people with disabilities and marginalized communities	
	• Number of content scripts developed per year (NFVF)	
	PERFORMING ARTS	
	• Number of productions staged	
	• Number of community-based productions	
	• Number of festivals staged	
	• Proportion of local content staged	

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

1. The DDM is anchored on the development of the “One Plan”
2. The One Plan is an intergovernmental plan setting out a long-term strategic framework to guide investment and delivery in the 52 district and metropolitan space.
3. This plan is meant to be jointly developed and agreed to by all spheres of government.
4. The development and approval of the One Plan involves a series of collaborative intergovernmental planning sessions reflecting on research, evidence and solution for 52 district and metro spaces.

PROGRAMME 2

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
1.	Move for Health Day	Move for Health Day is an international event created in 2002 by the World Health Organization to promote physical activity. Every year on 10 May, member states are encouraged to promote physical activity with national activities.	John Taolo Gaetsewe 27° 27' 21.78"S ; 23° 25' 45.73"E	Northern Cape	Mr Thokozane Mabena	loveLife Sport for Social Change Network Department of Health Department of Social Development Local municipality Provincial Department of Sport, Arts and Culture
2.	Indigenous Games Festival	The Indigenous Games Festival is a programme in the Active Recreation Unit, the purpose of which is to encourage increased participation in sport and recreation throughout the country. The overall aim of the Indigenous Games is to promote our country's cultural diversity, tolerance and to celebrate our rich cultural heritage. Other objectives are, among others, to– <ul style="list-style-type: none"> • contribute to the achievement of the aim of an active nation as articulated in the National Development Plan, the White Paper on Sport and Recreation, and the National Sport and Recreation Plan; • empower human resources through good games administration, education and training, and technical development; and • promote nation building and social cohesion. 	Ugu District Municipality 30.6218° S, 30.2513° E	KwaZulu-Natal	Mrs Zodwa Mulaudzi	loveLife Sport for Social Change Network Local municipality National House of Traditional Leaders (NHTL) Provincial Department of Sport, Arts and Culture
3.	Andrew Mlangeni Golf Development Programme	The Andrew Mlangeni Golf Development programme provides a platform for youngsters to access playing golf, coaching and mentoring by qualified coaches and mentors to fast-track their development.	City of Johannesburg Metropolitan 26.2041° S, 28.0473° E	Gauteng	Mr Bethuel Maake	South African Golf Development RSA Golf Andrew Mlangeni Foundation Local municipality



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
4.	Ministerial Outreach Programme	The Ministerial Outreach Programme reaches out to the disadvantaged communities to encourage participation in sport and recreation activities. The Outreach programme also seeks to support township, rural and farm areas by providing sport equipment and attire to the community teams and clubs as well as the schools.	Across the country where multipurpose sport facility and MIG funded facilities are handed over to communities	Across the country where multipurpose sport facility and MIG funded facilities are handed over to communities	Mr Rendani Khumela	The Sport Trust CoGTA Provincial Department of Sport, Arts and Culture Local municipalities
5.	Nelson Mandela Sport and Culture Day	Nelson Mandela's birthday, 18 July, was declared as Nelson Mandela International Day in 2009 by the UN General Assembly. In his speech in 2009, Nelson Rolihlahla Mandela said: "We can change the world and make it a better place. It is in your hands to make a difference." At a global level change refers to taking actions towards the attainment and achievement of the Millennium Development and other UN goals such as climate change, inclusive global economic participation, and the Declaration of Commitment on HIV/AIDS.	Dependent on strategic partnerships of significance	Dependent on strategic partnerships of significance.	Mr Bethuel Maaake	Nelson Mandela Foundation loveLife Provincial Department of Sport, Arts and Culture NGOs Department of Basic Education Private sector Local municipality
6.	National Recreation Day	On 10 December 2014, Cabinet declared an annual National Recreation Day (NRD) to be celebrated on the first Friday of October. This provides an opportunity to all South Africans to be actively involved by participating in recreation activities that will improve their health and well-being on the day. The day is not a public holiday but a day the country must observe; therefore, a conducive environment must be created in different sectors of society and even in the corporate workplace to promote this day and get employees or individuals in those sectors to do some form of physical activity. The NRD is therefore a highlight of the I choose 2 B Active Campaign, wherein the country showcases different recreation programmes that can be undertaken by individuals on their own. In terms of the NSRP, the NRD is part of our active recreation programme under the active nation pillar. The first event took place on 2 October 2015 and since then it has been observed annually on the first Friday of October.	Sol Plaatjie 28.7282° S, 24.7499° E	Northern Cape	Ms Nonkosi Mnyanda	loveLife Sport for Social Change Network National government Departments Provincial Department of Sport, Arts and Culture Local municipality

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
7.	Big Walk	<p>The DSAC is an affiliate member of The Association for International Sport for All (TAFISA), an international mass-participation organisation operating under the auspices of the United Nations and the International Olympic Committee. TAFISA encourages and lobbies countries to walk by creating advocacy and awareness. In 1999 the organisation declared the first Sunday of October as World Walking Day and the whole of October as World Walking Month.</p> <p>The DSAC is driving a nationwide campaign which is called I Choose 2 B Active. The campaign is a national call seeking to change the psyche of South Africans whereby every individual appreciates the significance of commitment and responsibility to their well-being. It is the umbrella body for the Big Walk and NRD which are hosted annually in all provinces.</p>	Tshwane South District 25.7478° S, 28.1916° E	Gauteng	Ms Nonkosi Mnyanda	<p>loveLife</p> <p>Sport for Social Change Network</p> <p>National government Departments</p> <p>Provincial Department of Sport, Arts and Culture</p> <p>Local municipality</p>
8.	National Youth Camp	<p>The National Youth Camp (NYC) is a platform for young people to engage with each other across all barriers of the past such as race, ethnicity, and gender while learning valuable life skills.</p> <p>The NYC is decentralised to provinces with the camps taking place simultaneously in the same way.</p> <p>Only learners who have participated in the Olympiad are eligible to attend the camp.</p>	All provinces – exact venues to be determined.	Decentralised to all nine provinces	Ms Mamoruti Monama	<p>loveLife</p> <p>Sport for Social Change Network</p> <p>National Youth Development Agency</p> <p>Local municipalities</p> <p>Department of Basic Education</p> <p>Provincial Department of Sport, Arts and Culture</p>
9.	Isibhubhu cultural arena	Heritage/history preservation and promotion –Legacy project	Zululand District 27°57'26.4"S 31°31'05.4"E	KwaZulu-Natal	Songezo Petela	<p>DSAC</p> <p>KZNDAC</p> <p>KZNDPW</p> <p>Premier of KZN</p> <p>Zululand District Municipality</p> <p>Nongoma Local Municipality</p>
10.	Sarah Baartman Centre of Remembrance	Heritage/history preservation and promotion – Legacy project	Sarah Baartman District 33°50'11.43"S 24°53'15.80"E	Eastern Cape	Pam Ben-Mazwi	<p>DSAC</p> <p>DPWI</p> <p>Kouga Municipality</p> <p>Khoisan communities</p> <p>Department of Education</p> <p>Eastern Cape Parks and Tourism</p> <p>Department of Sport, Recreation, Arts and Culture</p> <p>South African Heritage Resources Agency</p>



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
11.	Dr John L Dube Amphitheatre	Heritage/history preservation and promotion – Legacy project	Ethekwini Metro 29°41'50.07"S 30°57'24.72"E	KwaZulu-Natal	Songezo Petela	DSAC KZN DAC Ethekwini Metro Implementing agent
12.	Blue Crane Route LM- Upgrading of Westview Sport Field	Construction of Soccer/rugby field, combi-courts, Ablution block, Parking area, Fencing, grand stand and Ticket booth	Sarah Baartman District Municipality 33° 0'40.93"S 25°28'24.08"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Sarah Baartman District Municipality Blue Crane Route Local Municipality SALGA Federations
13.	Inxuba yeThemba LM- Upgrading of Cradock Sport Field	Tartan athletic track, Soccer/rugby field, pavilion, security ticket booth, combo courts, ablution and change rooms, land scaping and parking area, perimeter fencing]	Chris Hani District Municipality 31°55'54.13"S 25°22'42.86"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Chris Hani District Municipality Inxuba yeThemba Local Municipality SALGA Federations
14.	Mnquma LM-Amathole Upgrading of Msobomvu Sport Field	Construction of fencing, running track, soccer/rugby field, irrigation system, electrification, ticket booth, Combo courts, ablution and change rooms, boreholes, and electrification	Amathole District Municipality 32°10'38.92"S 28° 1'6.99"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Amathole District Municipality Mnquma Local Municipality SALGA Federations
15.	Port St Johns LM- Construction of Port St. John Sport Field	Construction of football turf, spectator grand stand, floodlights, ablutions and changerooms, perimeter fencing, combo courts, security guard room/ticket booth and irrigation system	OR Tambo District Municipality 31°31'48.08"S 29°27'51.69"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury OR Tambo District Municipality Port St Johns Local Municipality SALGA Federations

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
16.	Elundini LM- Upgrading of Hopedale Sport Field	Construction of fencing, running track, upgrade of soccer field, irrigation system, electrification, ticket booth, new tennis court, rehabilitation of netball and basketball	Joe Gqabi District Municipality 30°54'46.69"S 28°23'34.59"E	Eastern Cape	Songezo Petela	DSAC CoGTA Treasury Joe Gqabi District Municipality Elundini Local Municipality SALGA Federations
17.	Newcastle LM- Construction of Sport Field within Newcastle Local Municipality	Construction of soccer/ rugby field with irrigation, grandstand, athletic track, perimeter fencing, electrification, combi- courts, ablutions, security/ticket booth and floodlights	Amajuba District Municipality 27°42'49.83"S 29°59'49.84"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Amajuba District Municipality Newcastle Local Municipality SALGA Federations
18.	Big 5 Hlabisa LM- Enkhanyiso Sport Field	Construction of football turf, athletic track, irrigation system, grand stand, changerooms, perimeter fencing, combi courts, security ticket booth, construction of 7-aside, parking bay and borehole	Umkhanyakude District Municipality 28° 8'42.84"S 31°52'32.57"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umkhanyakude District Municipality Big 5 Hlabisa Local Municipality SALGA Federations
19.	Umlabuyalingana Local Municipality -Construction of Manguzi Sport Field	Construction of soccer/rugby field with irrigation, grandstand, athletic track, perimeter fencing, electrification, combi- courts, ablutions, security/ticket booth and floodlights.	Umkhanyakude District Municipality 27°12'41.88"S 32°26'48.20"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umkhanyakude District Municipality Mhlabuyalingana Local Municipality SALGA Federations
20.	Ubuhlebezwe Local Municipality - Upgrading of Morningside Sport Field	Construction of football turf, combi courts, grandstand, athletic track, change rooms, Perimeter fencing, flood lights, ticket booth.	Harry Geala District Municipality 30°10'1.12"S 30° 3'59.48"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Harry Geala District Municipality Ubuhlebezwe Local Municipality SALGA Federations



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
21.	Mpofane Local Municipality - Upgrading of Bruntville Sport Field	Upgrading of football & rugby with irrigation system, athletic track, perimeter fence, electrification, construction of combi-courts, security booth, spectator grandstand, caretaker house, refurbishment of storeroom, construction of storeroom and admin office, earthworks and landscaping, outdoor gym, signage and artwork, construction of softball field.	Umgungudlovu District Municipality 29°11'19.85"S 30° 6'45.85"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umgungudlovu District Municipality Mpofane Local Municipality SALGA Federations
22.	Mtubatuba Local Municipality -Construction of Dukuduku Sport Field	Construction of soccer field with irrigation system, athletic track, ablution block, change room, guardhouse, combi-court, grandstand, perimeter fencing, borehole and paving.	Umkhanyakude District Municipality 28°19'7.36"S 32°17'17.06"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umzinyathi District Municipality Endumeni Local Municipality SALGA Federations
23.	Endumeni Local Municipality - Upgrading of Sithembile Sport Field	Construction of soccer field, spectator grandstand, Perimeter Fencing, electrification, turf irrigation system, construction of security booth and ablutions.	Umzinyathi District Municipality 28°9'53.88"S 30°14'3.62"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umzinyathi District Municipality Endumeni Local Municipality SALGA Federations
24.	Mandeni Local Municipality - Construction of Endlondlweni Sport Field	Construction of soccer/rugby field, athletic track, practice field, combi courts ,changerooms & ablutions, guard house ,grand stand, parking bay and perimeter fencing.	Ilembe District Municipality 29° 7'4.30"S 31°28'6.49"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Ilembe District Municipality Mandeni Local Municipality SALGA Federations
25.	uMsunduzi Local Municipality - Construction of Mkangala Sport Field	Construction of soccer/rugby field, running track, combi courts, outdoor gym, change rooms and ablutions, palisade fencing.	Umgungudlovu District Municipality 29°37'4.41"S 30°22'56.94"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Umgungudlovu District Municipality uMsunduzi Local Municipality SALGA Federations

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
26.	Abaqulusi Local Municipality - Construction of Emondlo Sport Field	Construction of football turf, athletic track, irrigation system, grandstand with canopy, changerooms, perimeter fencing, combi courts, security ticket booth, parking bay and borehole, floodlights ,outdoor gym and kiddies play area.	Zulu Land District Municipality 27°44'56.33"S 30°59'15.48"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Zulu Land District Municipality Abaqulusi Local Municipality SALGA Federations
27.	Umkumbe Local Municipality - Construction of Ward 6 Sport Field	Construction of soccer field with irrigation, Combi courts ,grandstand, athletic track, perimeter fencing, guardhouse and change rooms/ablutions.	Ugu District Municipality 30°29'5.38"S 30°17'50.71"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Ugu District Municipality Umkumbe Local Municipality SALGA Federations
28.	Umlalazi Local Municipality -Construction of Tap Tap Makhathini Sport Centre	Construction of Tap Tap Makhathini boxing gym	King Cetywayo District Municipality 28°55'25.93"S 31°29'28.75"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury King Cetywayo District Municipality Umlalazi Local Municipality SALGA Federations
29.	Emandlangeni LM - Construction of Ward 2 Sport Field	Construction of soccer field with irrigation, grandstand, concrete palisades, running track, electrification, combi-courts and ablution block.	Amajuba District Municipality 27°35'22.19"S 30°15'4.58"E	KwaZulu-Natal	Nthangeni Tshivhase	DSAC CoGTA Treasury Amajuba District Municipality Emandlangeni Local Municipality SALGA Federations
30.	Modimolle-Mookgopong LM - Construction Mookgophong Sport Field	Construction of soccer/rugby field, perimeter fencing, running track, outdoor gym, borehole with tank, floodlight, ticket booth, ablution block & grandstand.	Waterberg District Municipality 24°27'29.96"S 28°29'11.03"E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Waterberg District Municipality Modimolle-Mookgopong Local Municipality SALGA Federations



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
31.	Mogalakwena LM -Upgrading of Mokopane Swimming Pool	Renovation of 2 swimming pools, pump room, chlorine room and piping system, renovation of ablution block, paving and irrigation system, spectator grandstand, palisade fence with 2 gates, floodlights, combi-courts, borehole	Waterberg District Municipality 24°10'51.19"S 29° 0'50.01"E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Waterberg District Municipality Mogalakwena Local Municipality SALGA Federations
32.	Makhado LM - Construction of Sport Field within Makhado Local Municipality	Construction of football with irrigation system, spectator grand stand, grassed athletic track, construction of palisade wall fencing, electrification of facility, floodlights, combi-courts, tennis field and guard house, change room and, auditorium, security ticket booth, parking area and borehole, practice field.	Vhembe District Municipality 23° 6'49.69"S 29°58'26.59"E	Limpopo	Nthangeni Tshivhase	DSAC CoGTA Treasury Vhembe District Municipality Makhado Local Municipality SALGA Federations
33.	Mbombela LM- Construction of Tekwane sport field	Combi courts, soccer/rugby field, perimeter fence, ablution block and a gate house.	Ehlanzeni District Municipality 25°28'30.95"S 30°58'9.69"E	Mpumalanga	Songezo Petela	DSAC CoGTA Treasury Ehlanzeni District Municipality Mbombela Local Municipality SALGA Federations
34.	Siyathemba LM -Construction of Prieska Sport Field	Construction of soccer/ rugby field, athletic track, multi-purpose courts, kiddies play area, perimeter fencing, ablution, caretakers house and parking	Pixley Kaseme 29°22'24.10"S 22°33'33.14"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Pixley Kaseme District Municipality Siyathemba Local Municipality SALGA Federations
35.	Kai Garib LM - Upgrading of Marchand Sport Field	Soccer field, combi court and athletics track, ablution block and fencing.	ZF Mgcawu 28°43'57.31"S 20°58'33.21"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury ZF Mgcawu District Municipality Kai Garib Local Municipality SALGA Federations



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
36.	Joe Morolong LM -Upgrading of Mapiniki/ Dithakong Sport Field	Upgrading of pavilion, guard house, store room, clubhouse, combi courts, soccer rugby field, perimeter fencing and borehole.	26°45'37.38"S 23°17'13.51"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury John Taolo Gaetsewe District Municipality Joe Morolong Local Municipality SALGA Federations
37.	Ubuntu LM - Upgrading of Richmond Sport Field	Upgrade of soccer field with irrigation system, electrification, security booth, refurbishment of netball court, ablutions.	Pixley Kaseme 31°25'53.97"S 23°11'49.76"E	Northern Cape	Songezo Petela	DSAC CoGTA Treasury Pixley Kaseme District Municipality Ubuntu Local Municipality SALGA Federations
38.	City of Matlosana LM - Upgrading of Tigane Sport Field	Upgrade of change room, grandstand, public ablution, replacement of grass, office block, high mask light, outdoor gym, combi courts.	Dr Kenneth Kaunda 26°51'50.91"S 26°30'43.66"E	North West	Nthangeni Tshivhase	DSAC CoGTA Treasury Dr Kenneth Kaunda District Municipality City of Matlosana Local Municipality SALGA Federations
39.	Rustenburg LM - Construction Seraleng Sport Field	Football Field (6-a-side), clear-view and brick wall fencing, electronification, ablution block, water reticulation with water tanks.	Bojanala Platinum 25°39'16.01"S 27°15'21.07"E	North West	Nthangeni Tshivhase	DSAC CoGTA Treasury Bojanala Platinum District Municipality Rustenburg Local Municipality SALGA Federations
40.	Laingsburg LM - Construction of Bersig Sport Field	Construction of soccer field with grass track, rugby field, spectator grandstand, athletic track, perimeter fencing, netball, swimming, cricket, security booth, electrification, sanitation and reticulation.	Central Karoo 33° 6'19.06"S 21° 0'45.50"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury Central Karro District Municipality Laingsburg Local Municipality SALGA Federations



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
41.	Saldanha LM - Upgrading of St Helena Bay Sport Field	Upgrading of netball courts, ablution block, irrigation system, soccer, rugby field, electrification.	West Coast 33° 1'11.09"S 18°11'25.10"E	Western Cape	Nthangeni Tshivhase	DSAC CoGTA Treasury West Coast District Municipality Saldanha Local Municipality SALGA Federations

Additional districts are supported as and when requests are received and where resources are available.

Outdoor Gyms and Playparks

30 potential sites for community outdoor gyms and children's play parks are identified for installation over a three-year period. Each year 10 from the 30 are developed. The actual 10 that are developed are dependent upon the readiness on the Municipality and can therefore not be identified upfront. A full list of the potential 30 is listed below:

No.	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITIES	LOCATION
	EASTERN CAPE		(where available)
1.	Amathole	Mbhashe Local Municipality	Nywara
2.	O.R Tambo	Ingquza Hills Local Municipality	Lusikisiki
3.	Sarah Baartman	Makana Local Municipality	
4.	Chris Hani	Intsika Yethu Local Municipality	Magwala Sport Ground
5.	Buffalo City Metro	Buffalo City Metro	
	FREE STATE		
6.	Fezile Dabi	Ngwathe Local Municipality	
7.	Xhariep	Mohokare Local Municipality	Zastron
8.	Lejweleputswa	Tswelopele Local Municipality	
	GAUTENG		
9.	Sedibeng	Lesedi Local Municipality	
10.	Sedibeng	Midvaal Local Municipality	
	KWA-ZULU-NATAL		
11.	iLembe	Ndwendwe Local Municipality	Ekwazini-ward 18-Nqabeni Sport Ground.
12.	Umzinyathi	Endumeni Local Municipality	
13.	Harry Gwala	Buhlebezwe Local Municipality	Ebutateni
14.	King Cetshwayo	Umlathuze Local Municipality	Madlankala
15.	eThekweni Metropolitan Municipality	eThekweni Metropolitan Municipality	Inanda (Ohlange)

No.	DISTRICT MUNICIPALITY	LOCAL MUNICIPALITIES	LOCATION
	LIMPOPO		
16.	Mopani	Greater Tzaneen Local Municipality	
17.	Mopani	Greater Letaba Local Municipality	Modjadjiskloof
18.	Vhembe	Musina Local Municipality	
	MPUMALANGA		
19.	Gert Sibande	Mkhondo Local Municipality	Piet Retief
20.	Gert Sibande	Govan Mbeki Local Municipality	
21.	Ehlanzeni	Thaba Chweu Local Municipality	Mashishing
	NORTHERN CAPE		
22.	Frances Baard	Sol Plaatje Local Municipality	Pampierstat
23.	Pixley ka Seme	Ubuntu Local Municipality	Loxton
24.	ZF Mgcawu	Kgatelopele Local Municipality	Danielskuil
	NORTHWEST		
25.	Bojanala	Moretele Local Municipality	
26.	Bojanala	Kgetleng Revier Local Municipality	Koster
27.	Ngaka Modiri Molema	Ramotshere Moiloa Local Municipality	Groot Marico
	WESTERN CAPE		
28.	Overberg	Cape Agulhas Local Municipality	
29.	Garden Route	George Local Municipality	
30.	Cape Winelands	Langeberg Local Municipality	



PROGRAMME 3

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Language					
1.	Applying voice computing technology to language literacy	Creation of a dynamic interface for foundation phase learners that allows them to engage with lesson content in interactive ways	City of Tshwane 25.6051 ° S 28.392939°E	Gauteng	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	Council for Scientific and Industrial Research
2.	Python and Neural NLP resources for South African languages	Development of open-source python libraries and deep neural network models for 10 official languages of South Africa targeting automatic information extraction and language analysis	JB Marks 26.7145°S, 27.0970°E	North-West	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	North-west University
3.	Extending the multilingual corpus of code-switched South African speech	Extension of the existing multilingual corpus of code-switched South African languages.	Stellenbosch 33.9328° S, 18.8644° E	Western Cape	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	Stellenbosch University
4.	Digitalizing the South African Sign language	Digitalizing Sign language of South African	City of Tshwane 25.6051 ° S 28.392939°E	Gauteng	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	REAH Sign and Communicate
5.	Advancing South African Sign language for 4IR Technological development using place names	Creation of a usable computer readable data repository for SASL toponymy for researchers, stakeholders in the Deaf community, government agencies and the public of South Africa.	Mangaung 29.1076° S, 26.1925° E	Free-State	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	University of Free State
6.	Online platform for the immersive learning of isiZulu	Development of an online platform for the immersive learning of isiZulu for students at the University of KwaZulu-Natal	King Cetshwayo 29.8674° S, 30.9807° E	KwaZulu-Natal	Mr Tshikani Mabasa Ms Opelo Thole Mr Romeo Mohare	University of KwaZulu-Natal
7.	Language Bursary Project	Award language bursaries to qualifying students at universities	Amatole District Municipality 32° 35'42" S, 27° 21' 36" E Buffalo City (Metro) 32°9'34"S, 27°6'43"E	Eastern Cape	Mr Sipho Manganyi Ms Zanele Ndimma Dr Zola Peter	University of Fort Hare
			Vhembe District Municipality -22,748667° N, 29,977734° E	Limpopo	Mr Sipho Manganyi Ms Zanele Ndimma Dr Zola Peter	University of Venda
			City of Cape Town (Metro) -33,92528° N, 18,42389° E	Western Cape	Mr Sipho Manganyi Ms Zanele Ndimma Dr Zola Peter	University of the Western Cape
			City of Johannesburg (Metro) 26,201452° N, 28,045488° E	Gauteng	Mr Sipho Manganyi Ms Zanele Ndimma Dr Zola Peter	University of the Witwatersrand

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Language Bursary Project	Award language bursaries to qualifying students at universities	Sedibeng District Municipality -26,566088° N, 28,18273° E,	North West	Mr Sipho Manganyi Ms Zanele Ndima Dr Zola Peter	North West University
			Ngaka Modiri-Molema District Municipality -25,9167° N, 25,8333° E Kenneth Kaunda District Municipality -26° 49' 59.99S 26°34'59.99 E			
			Motheo District Municipality and Thabo Mofutsanyane District Municipality 29°07'S 26°13'E, 29.117°S	Free State	Mr Sipho Manganyi Ms Zanele Ndima Dr Zola Peter	University of the Free State
	Market Access					
8.	Royal Soapie Awards	A programme that recognises and awards excellence in the television and the soap opera industry.	Gauteng, Johannesburg Metro - 26° 11' 42.8856" S 28° 2' 2.7168" E	Gauteng	Mr Charles Mabaso	Royal Soapie Awards cc
9.	South African Music Awards (SAMA)	A programme that recognises and awards excellence in the music industry regardless of genre	Bojanala	North West	Mr Zwelakhe Mbiba	RISA Record labels Provinces
10.	Moshito Music Market and Exhibition	A platform aimed at exposing South African creativity and products to local and international industry players	Gauteng, Johannesburg Metro 26° 11' 42.8856" S 28° 2' 2.7168" E	Gauteng	Mr Zwelakhe Mbiba	Musicians Practitioners in the entire value chain of the music industry Gauteng
11.	South African Traditional Music Awards: Emerging Talent Search and Awards	A programme that recognises and awards excellence in the traditional music genre	Ehlanzeni district Municipality, Mbombela -25.394597°S, 31.262637°E	Mpumalanga	Mr Zwelakhe Mbiba	Hosting province (Mpumalanga)



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
12.	National Book Month	National book month promotes the importance of writing and culture of reading, exposure of literary works written by local authors. An Annual Literary Lekgotla will be held as the launch for the Book Month	TBC	All Provinces	Mr Peter Mashangoane & Ms Cathrine Mokoena	Province Libraries and Book clubs Kwetso Consulting Services Authors, Editors, Distributors and publishers
13.	SA Fashion Week	A SAFW Trade Show is a business-to-business platform that provides a forum for designers to engage constructively with the retail sector with a firm intention to supply stores throughout South Africa and Africa. It is open to the full spectrum of fashion design and includes, fashion jewellery, accessories, footwear etc. It creates opportunities for the Creative Fashion Designers to connect and exhibit to International buyers.	City of Joburg The latitude is -26.015335, and the longitude is 28.107037.	Gauteng	Mr Vusi Ngobeni	Mall of Africa, Cruz, Oppo, and Carlton Hair
14.	Crown Gospel Awards	A programme that recognises and awards excellence in the gospel music genre	EThekweni Metro 29° 52' 59.9988" S 31° 2' 59.9964" E.	KwaZulu-Natal	Mr Zwelakhe Mbiba	Province (KwaZulu-Natal)
15.	South African Literary Awards	The South African Literary Awards celebrates author excellence and inspires author creativity	TBC (NC)	Northern Cape	Mr Peter Mashangoane & Ms Cathrine Mokoena	The South African Literary Awards (SALA) Universities Artists Publishers Authors
16.	Design Market Access Partnership Programme with the Small Enterprise Development Agency (SEDA)	Collaboration with SEDA. Signed an MoU with SEDA to collaborate on market access and capacity building programmes. The Department will call for portfolios from designers. The Department will call for quotations to appoint a service provider.	N/A	Takes place on an international platform	Mr Masana Chikeka	SEDA DTIC Department of Small Business Development

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
17.	Fashion Industry Awards of South Africa (FIASA)	A programme to recognise the fashion creatives across the entire value chain.	Johannesburg Metro 26.2041° S, 28.0473° E	Gauteng	Mr Vusi Ngobeni	ASM Consulting, The Fashion Forum
18.	Art Joburg Fair	The Art Joburg Fair is a contemporary art fair held annually in Johannesburg	Johannesburg Metro 26.2041° S, 28.0473° E	Gauteng	Mr Andries Andries Oberholzer	FNB City of Johannesburg
19.	Art Bank	A programme of the National Museum that was initiated by DSAC to create an opportunity for emerging young visual artist to have their work acquired into a collection	Mangaung 29.1160° S, 26.2128° E	Free State	Mr Andries Oberholzer	National Museum of Bloemfontein Provincial government of the Free State
20.	Venice Biennale	Participation in the Biennale Foundation visual arts exhibition in Venice, Italy. The South African Exhibition is taking place in the space that was secured by the Department in 2012 for a period of 20 years. This is the largest international exhibition for visual arts and is providing international exposure to artists whose works are selected to be exhibited by the appointed curator.	N/A	International Platform (Venice, Italy)	Mr Andries Oberholzer	DIRCO, SA Embassy in Rome
21.	Gothenburg Book Fair	Gothenburg Book Fair (GBF) is a literary Festival, one of the largest book fairs in Europe and the most prestigious cultural event in the Nordic countries. South Africa was invited to participate as the Guest of honor in 2022 and invited to participate in the 2023 programme.	N/A	International Platform (Gothenburg, Sweden)	Mr Peter Mashangoane & Ms Cathrine Mokoena	DSAC, National Library of South Africa (NLSA), Authors, DIRCO, Embassy in Sweden
22.	Performing Arts Market	<p>This project is aimed at executing and implementing the resolutions of the Theatre and Dance policy. There are two key ones that the project is relevant to:</p> <p>Sector Transformation Facilitation of transformed access for all theatre and dance practitioners including physical spaces, capacity building, funding and festivals.</p> <p>Market & Audience Development To grow the sustainability of the theatre and dance sector by increasing national and international markets for South African productions.</p>	This is planned as a culmination of district activities in the theatre and dance subsectors of the CCIs. These will build up to provincial festivals which will result in a showcasing of excellence through a National platform which will be decided through a provincial bidding process aided by a set criteria.	Dependant upon which Province wins the bid	Mr Themba Luthuli	<ul style="list-style-type: none"> District Municipalities Provincial Arts and Culture Departments Theatre and Dance practitioners Community arts centres Department of Basic Education Performing Arts Institutions Independent Theatres University Theatres



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Capacity Building					
23.	Market Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Johannesburg Metro 26.2017° S, 28.0323° E	Gauteng	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
24.	State Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Tshwane Metro 25.7473° S, 28.1942° E	Gauteng	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
25.	Playhouse Company Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	EThekweni Metro 29.859577S, 31.026734E	KwaZulu-Natal	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
26.	PACOFs Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Mangaung Metro 29.1160° S, 26.2128° E	Free State	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
27.	Arts Cape Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	City of Cape Town 33.9200° S, 18.4305° E	Western Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
28.	Design Focus Programme	The programme focuses on building capacity for design practitioners to enable them to access markets in the Eastern Cape. The project culminates in a pop-up gallery and exhibition.	OR Tambo Municipality 33.0292° S, 27.8546° E	Eastern Cape	Mr Vusi Ngobeni	DSRAC Eastern Cape Eastern Cape Development Council ECPAC SEDA
29.	Igoda Fashion Incubator	The project focuses on developing capacity in the entire value chain of fashion manufacturing and production	EThekweni Metro 29.8587° S, 31.0218° E	KwaZulu-Natal	Mr Vusi Ngobeni	EDGARS CATHSETA
30.	National Craft Incubator	Incubator programme for the craft sector to capacitate crafters	TBC after call for proposals and appointment of service providers	National programme with participation from all nine provinces	Mr Joseph Mathe	Province and districts in all nine provinces

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
31.	Reading clubs	Support for reading clubs with literary skills development programmes to enable them to access the necessary markets.	TBC	All Provinces	Mr Peter Mashangoane & Ms Cathrine Mokoena	Province Libraries and reading clubs Authors, Editors, Distributors and publishers
32.	Training programme (Amambazo Mobile Academy)	A mobile academy aimed at developing skills in indigenous music (Isicathamiya)	TBC	All Provinces	Ms Cathrine Mokoena	Amambazo Musical Productions (Pty) Ltd Municipalities and community-based organisation Artists
33.	INDONI SA	Youth empowerment programme aimed at positive behavioural change using culture as a tool	EThekweni Metro 29.8120° S, 30.8039°E	KwaZulu-Natal	Ms Busi Dlamini	Indoni Foundation
34.	DSAC Publishing Hub	The programme supports several book projects for author organisations, individual authors and publishers	TBC	National participation	Mr Peter Mashangoane & Ms Cathrine Mokoena	Author organisations, individual authors and publishers
35.	Thato Malamo Leadership Academy	A Digital skill training Academy in gaming , Film and Animation.	Northwest 26.6639° S,252838° E Joburg, 26.2017° S,28.0323° E Limpopo: 23.4013°S, 29.4179° E Bloemfontein: 29.0852°S, 26.1596°E	National Participation: Northwest, Gauteng, Free State & Limpopo	Mr Masana Chikeka	Students and Arts Practitioners in Film, Gaming and Animation Space
36.	Eersterust Visual Arts Incubator	A programme to capacitate the youth in visual arts	Tshwane Metro 25.6051° S, 28.3929° E	Gauteng	Ms Sizeka Mabunda	Eersterust Visual Arts School
37.	Sello Maahe-Ncube	Performing arts and theatre incubator where young children and youth are taught the skills of performing arts and theatre	Randfontein: Mogale City 25.9880° S, 27.5965°	Gauteng	Ms Sizeka Mabunda	Sello Maahe-Ncube Foundation
38.	Casterbridge Music Development Academy	Programmes to capacitate the youth in music	Ehlazeni District	Mpumalanga	Ms Sizeka Mabunda	Casterbridge Music Development Academy



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
39.	SARA Capacity Building Project Backstage Academy Project LETPC Conference International Relations Project	The Department of Sport, Arts and Culture is supporting the South African Roadies Association (SARA) for the development of the Backstage Academy. This forms part of implementation of the White Paper recommendations that were raised by the sector and subsequently expressed under Chapter 9 "New Policies for Arts, Culture and Heritage" for the development of a National Technical Services Academy. It is coupled with the implementation of the Events Technical Services Sector Strategy recommendations and work streams for Human Capital Development in the sector.	Johannesburg Metro 26.2017° S, 28.0323° E	Gauteng with National Participation	Mr Collen Hlatshwayo	South African Roadies Association (SARA)
40.	Women Writers' Programme	Workshop in the different literary disciplines and talks on literary subjects of interest inclusive of issues affecting women in society.	TBC	All Provinces	Mr Peter Mashangoane & Ms Cathrine Mokoena	Nwala Writers & KZN Women Writers Province Libraries and reading clubs. Authors, Editors, Distributors and publishers
41.	Creative and Technology Hub	A programme to skill creatives in design and technology skills. It covers the value chain from conception to distribution.	ZF Mgcawu, -28.45688° S, 21.246153° E Pixley Ka Seme 28.7452° S, 24.7696° E Amathole District 32.5842° S, 27.3616° E, OR Tambo 31.4632° S, 29.2321° E Ehlanzeni - 25.3946° S, 31.2626° E Gert Sibande - 26.5471° S, 29.9741° E. Ekangala 25.9460° S, 29.6035° E	Northern Cape Eastern Cape Mpumalanga	Mr Vusi Ngobeni	Provincial Department of Arts and Culture Districts FP & M SETA Fashion and Craft Hub Mthatha ECPAC NCEDA NC

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
42.	Animation Hub South Africa	Using animated products to guide industrial development in South Africa. Using the genre of animation to foreground new industries, such as machine learning, robotics, drone technologies and 3D printing, which will have a profound influence on manufacturing, design, filmmaking and aviation among others.	Johannesburg Metro, 26.2041° S, 28.0473° E Cape Town Metro 33.9249° S, 18.4241° E	Gauteng Western Cape	Ms Sizeka Mabunda	Animation SA
43.	Mandela Bay Theatre Complex Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Nelson Mandela Bay Metro 33.9626° S, 25.6215°E	Easten Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)
44.	Northern Cape Theatre Incubator	Training and skills development programmes implemented by PAIs to move emerging practitioners from semi-professional to professional level to mainstream their creative capacity	Pixly Ka Seme 28.7452° S, 24.7696° E	Northern Cape	Mr Themba Luthuli	Performing Arts Institutions (PAIs)



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Artists in Schools					
45.	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	<p>Amatole 32.5842° S, 27.3616° E Joe Qcabi - 30.9850° S, 26.9852° E Nelson Mandela Bay - 33.7452° S, 25.5681° E Chris Hani - 31.8743° S, 26.7968° E OR Tambo - 31.4632° S, 29.2321° E</p> <p>Thabo Mofutsanyana - 28.1270° S, 28.2994° E Motheo - 29.3571° S, 26.6082° E Mangaung Metro - 29.1303° S, 26.2358° E Xhariep - 29.4600° S, 25.2838° E Lejeleputswa - 28.3991° S, 26.2305° E</p> <p>Ekurhuleni - 26.1777° S, 28.3462° E West Rand - 26.3214° S, 27.4556° E Sedibeng - 26.6833° S, 8.2059° E City of Johannesburg - 26.1704° S, 7.9718° E City of Tshwane - 25.6051° S, 28.3929° E</p>	<p>Eastern Cape</p> <p>Free State</p> <p>Gauteng</p>	<p>Mr Mpho Mabule</p> <p>Mr Mpho Mabule</p> <p>Mr Mpho Mabule</p>	<p>East London Guild Theatre</p> <p>Free State Arts and Culture Council</p> <p>Sibikwa Arts Centre</p>

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	EThekweni 29.8587° S, 31.0218° E Zululand 27.8872° S, 31.4456° E Ugu -30.6218° S, 30.2513° E King Cetshwayo 28.6192° S, 31.5370° E	KwaZulu-Natal	Mr Mpho Mabule	Wushwini Arts Centre
			Vhembe - 22.7696° S, 29.9741° E Mopani - 23.3089° S, 30.7160° E	Limpopo	Mr Mpho Mabule	TLZ Development Projects
			Ehlanzeni - 25.3946° S, 31.2626° E Gert Sibande - 26.5471° S, 29.9741° E	Mpumalanga	Mr Mpho Mabule	Emthonjeni Rural Development
			John Taole -27.2210° S, 23.1918° E Francis Baard - 28.4251° S, 24.3341° E Pixley Ka Seme -30.1787° S, 23.3824° ZF Mgcawu - 28.0445° S, 21.4753° E	Northern Cape	Mr Mpho Mabule	Galeshewe Theatre Organization
			Bojanala - 25.3824° S, 27.3616° E Ngaka Modiri Molema - 26.0282° S, 25.8522° E Dr Ruth Segomotsi Mompoti	North West	Mr Mpho Mabule	



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Artists in Schools	Arts practitioners placed in schools to promote and support arts and alleviate capacity constraints in delivery of the creative arts curriculum and education in public schools. The Artists in Schools Project also serves to create job opportunities for arts practitioners.	Cape Town Metropolitan 33.9249° S, 18.4241° E Cape Winelands District 33.4221° S, 19.7592° E	Western Cape	Mr Mpho Mabule	
	Provincial Community Arts Centres development programmes					
46.	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Buffalo City, 32.9344° S, 27.6435° E Joe Gqabi, 30.9850° S, 26.9852° E Nelson Mandela Bay, 33.7452° S, 25.5681° E Chris Hani, 1.8743° S, 26.7968° E Amatole 32.5842° S, 27.3616° E OR Tambo 31.4632° S, 29.2321° E Alfred Nzo 0.5483° S, 28.8597° E Sarah Baartman 34° 0' 52.5024"S, 24° 20' 47.3748"E	Eastern Cape	Ms Susan Selepe	East London Guild Theatre

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Thabo Mofutsanyana 28.1270° S, 28.2994° E Motheo 29.3571°S, 26.6082°E Mangaung Metro 29.1303° S, 26.2358° E Xhariep 29.4600° S, 25.2838° E Matjhabeng 28.0015° S, 26.8910° E Ngwathe 27.3890°S, 27.7373° E Lejeleputswa 28.3991° S, 26.2305° E	Free State	Ms Susan Selepe	Free State Arts and Culture Council
			Ekurhuleni 26.1777° S, 28.3462° E West Rand 6.3214° S, 27.4556° E Sedibeng 6.6833° S, 28.2059° E City of Johannesburg 26.2041° S, 28.0473° E City of Tshwane 25.6051° S, 28.3929° E	Gauteng	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Ethekwini, 29.8120° S, 30.8039° E Zululand 27.8872° S, 31.4456° E Harry Gwala 30.0303° S, 29.6035° E Amajuba 27.8036° S, 30.0665° E iLembe 29°20'S, 31°17'E King Cetshwayo 28.6192° S, 31.5370° E Ugu 30.6218° S, 30.2513° E uMgungundlovu 29.5101° S, 30.3436° E uMkhanyakude 27.2719° S, 32.5373° E uMzinyathi 28.5152° S, 30.6200° E uThukela 28.6783° S, 29.6035° E	KwaZulu-Natal	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture
			Capricorn District 23.6123° S, 29.2321° E Mopani District 23.3089° S, 30.7160° E Sekhukhune District 24.8335° S, 29.9741° E Vhembe District 22.7696° S, 29.9741° E Waterberg District 23.9748° S, 28.2994° E	Limpopo	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Provincial Community Arts Centres (CACs) development programmes	Community developmental programmes initiated by provinces and financially supported by DSAC and implemented in CACs	Enhlanzeni 25.3946° S, 31.2626° E Gert Sibande 26°33'S 29°10'E Ekangala 25.9460° S, 29.6035° E	Mpumalanga	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture
			John Taole, 27.2210° S, 23.1918° E Francis Baard, 28.4251° S, 24.3341° E Pixley ka Seme 30.1787° S, 23.3824° E ZF Mgcawu 28.0445° S, 21.4753° E	Northern Cape	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture
			Dr RS Mompoti 26.6635° S, 24.3341° E Dr K Kaunda 26.8618° S, 26.5138° E Bojanala 25.3824°S,27.3616°E Ngaka Modiri Molema 26.0282° S, 25.8522° E	North West	Ms Susan Selepe	Provincial Department of Sport, Arts and Culture
			City of Cape Town Metropolitan 33.9249° S, 18.4241° E Cape Winelands District. 33.4221° S, 19.7592° E Central Karoo District. 32.8146° S, 22.2384° E Eden District. 33.7042° S, 22.0476° E Overberg District. 34.4505° S, 19.7592° E West Coast District. 32.2130° S, 18.6176° E	Western Cape	Ms Susan Selepe	Provincial Department of Sports, Arts and Culture



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
	Youth enrichment programmes					
47.	Arts Education and Training	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women). This is done through a targeted Open Call for Proposals from young people to apply for financial support for their arts, culture and heritage sector development projects. The programme is supported to strengthen collaboration with the Department of Basic Education and it is implemented in partnership with various national and provincial Departments, government entities/agencies as well as sector organisations/civil society.	TBC – as per selected project proposals	TBC – in four provinces as per selected project proposals	Mr Mpho Mabule	Department of Basic Education Provincial Departments Sector organisations/civil society
48.	Arts Access (for juveniles' rehabilitation)	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women) who are in incarceration. This is done through a targeted Open Call for Proposals from young people to apply for financial support for their arts, culture and heritage sector development projects. The programme rehabilitates juvenile offenders through arts, culture and heritage. It is implemented in partnership with various national and provincial Departments, government entities/agencies as well as sector organisations/civil society.	TBC – as per selected project proposals	TBC – in three Correctional Services Centres with Juvenile Centres as per selected project proposals	Mr Abram Lekalakala	Department of Correctional Services Provincial Departments Sector organisations/civil society
49.	Arts Youth Enrichment Programme	Programmes that financially support arts, culture and heritage development for the inclusion of youth (including young women). This is done through targeted projects aimed at youth development. The programme is implemented in partnership with various national and provincial Departments, departmental agencies, government entities/agencies, in this case the National Youth Development Agency (NYDA), BASA as well as sector organisations/civil society.	TBC – as per selected project proposals	TBC – as per selected project proposals	Mr Abram Lekalakala and Mr Moleleki Ledimo	Government entities Sector youth formations, NYDA, BASA, Department of Basic Education DSAC provincial Departments and sector organisations/civil society groups

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
50.	The Young Creatives Programme (formerly The Young Patriots Programme).	The Young Creatives Programme (TYCP) is the National Youth Service Programme (NYSP) of DSAC. TCPP is established in line with the National Youth Policy (2020-2030) and recommendations by the 2018/19 Presidential Youth Work Group. The President has endorsed NYSP as part of government's response to youth unemployment alleviation and the nation building programme. The programme is implemented in partnership with various national and provincial Departments, government entities/agencies, in this case the National Youth Development Agency (NYDA), as well as community-based organisations and DSAC provincial Departments.	TBC – young people will be selected from all nine provinces and their districts	All nine provinces	Mr Abram Lekalakala and Mr Moleleki Ledimo	Department of Basic Education DSAC provincial Departments NYDA Community-based organisations (CBOs)
Flagships – provincial						
51.	Cape Town Carnival	A multi-disciplinary festival that focuses on the preservation and promotion of the diverse South African Cultures through the presentation of a colourful parade that resembles the identity of the rainbow nation. It takes place around March in Cape Town.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Nombuso Tshabalala	Cape Town Carnival
52.	Suidoosterfees	A multi-disciplinary festival that focuses on the preservation and promotion of the Afrikaans culture. It takes place in Cape Town.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Xoliswa Phenya	The Suidoosterfees
53.	Open Book Festival	This is a Festival of conversations through the lenses of books towards literature development, also hosts literary workshops to ensure skills transfer for quality work in the sector. The project takes place in Cape Town in March, June and September.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Mr Peter Mashangoane & Ms Cathrine Mokoena	Open Book Festival, province, authors, library, sector organisations
54.	Art of legends	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in Mpumalanga.	All the districts of Mpumalanga 25.4753° S, 30.9694° E	Mpumalanga	Mr Vusi Ngobeni	Malumbi Foundation
55.	Mpumalanga Cultural Experience	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of Mpumalanga through food, music and dance as it covers traditional music, Afro-soul, gospel and jazz as well as African cuisines. It takes place in Mbombela around December.	Ehlanzeni 25.4753° S, 30.9694° E	Mpumalanga	Mr Dunisani Chabalala	Mpumalanga Department of Culture, Sport and Recreation



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
56.	The Gig Economy	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Free State through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	All three Metros and districts in the province. 26° 11' 42.8856" S 28° 2' 2.7168" E	Gauteng	Ms Nombuso Tshabalala	GPG Sport, Arts, Culture and Recreation
57.	Re-ignite the Mind Festival	The project is a platform to explore the works of Isi Pantshula contemporary dance, theatrical ,brass band, clap and tap and Maskandi dance.	Sebokeng	Gauteng	Ms Busi Dlamini	Mr Mbongeni Bhodlani Black Roots Players NPO
58.	HangOuts	A multi-disciplinary festival that focuses on the preservation and promotion of Cultural and Creative Industry of the Gauteng Province through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	Kagiso Memorial Centre -26.16657, 27.80376	Gauteng	Ms Busi Dlamini	GPG Sport, Arts, Culture and Recreation
59.	The Homebrew Development Programme	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Free State through food, music and dance as it covers traditional music, Afro-soul, gospel, jazz and theatre as well as African cuisines	Manguang 29° 5' 13.9812" S 26° 9' 17.6328" E	Free State	Ms Nombuso Tshabalala	Free State Arts and Culture Council
60.	Cultural Mine Dance Festival	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the mining culture through song and dance within the mining community of the Free State.	Lejweleputswa 28° 0' 16.434" S 26° 46' 23.5776" E	Free State	Mr Allen Mukansi	Free State Arts and Culture Council
61.	Mahika Mahikeng	A multi-disciplinary festival that focuses on different genres of music and dance as it covers traditional music, Afro-soul, gospel and jazz. It takes place in Mafikeng around December.	Ngaka Modiri Molema 25° 51' 21.5208" S 25° 38' 25.116" E.	North West	Mr Dunisani Chabalala	North West Department of Arts, Culture, Sport and Recreation
62.	Taung Cultural Calabash	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the North West through food, music and dance as it covers traditional music, Afro-soul, gospel and jazz as well as African cuisines.	Dr Ruth Segomotsi Mompati -27° 31' 34.19" S 24° 47' 4.79" E	North West	Mr Allen Mukansi	North West Department of Arts, Culture, Sport and Recreation
63.	Isinqisethu Cultural Festival	A cultural festival of music, dance and theatre	OR Tambo District Municipality Port St Johns Local Municipality	Eastern Cape	Mr Monde Ngonyama – Mandela Bay Theatre Complex	EC DSRAC

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
64.	The Festival of Beads	The project focuses on providing platform for crafters within the KwaZulu-Natal Province. The project is largely Craft. Crafters that are featured do have a provincial appeal and beyond. The projects play a role in the preservation of the heritage of the KwaZulu-Natal Province.	King Cetshwayo -28° 46' 58.84" S 32° 02' 15.65" E	KwaZulu-Natal	Ms Ntombizamambo Mkhize	KZN DSAC
65.	Provincial Arts and Culture Awards (PACA)	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in the Eastern Cape.	Covers all the districts of the province. -33° 00' 55.04" S 27° 54' 41.83" E	Eastern Cape	Ms Xoliswa Phenya	Provincial Arts and Culture Awards (PACA)
66.	Kalahari Desert Festival	A multi-disciplinary festival that focuses on the preservation and promotion of the living heritage of the Khoisan people in Northern Cape through music and dance.	Springbok -29° 39' 51.62" S 17° 53' 11.40" E	Northern Cape	Mr Vusi Ngobeni	Kalahari Desert Festival
67.	Kgalagadi Jazz Festival	A festival that focuses on the promotion of the developmental and established jazz artists of the Northern Cape. The Festival also features national jazz artists.	Kgalagadi -25° 00' 0.00" S 22° 00' 0.00" E	Northern Cape	Mr Allen Mukansi	Kgalagadi Jazz Festival
68.	Northern Cape Awards	Focuses on honouring the legends that made a significant contribution to the Arts, Culture and Heritage Sector in the Northern Cape.	Covers all the districts of Northern Cape -28° 43' 56.14" S 24° 45' 44.35" E	Northern Cape	Ms Xoliswa Phenya	Northern Cape Awards
69.	Damas Cultural Festival	The festival aims to discover and preserve the socio-cultural practices and strengthen relationships among the multicultural communities.	Riemvasmark 28.4539° S, 20.3145° E	Northern Cape	Mr Allen Mukansi	Mr Jonas Wisy Namaseb Damas Legacy
70.	NAMCUFE	To unite all the different Nama clans in one festival and encourage Rural Culturepreneurship through creating and marketing own Nama brands and local cuisine and to established the tripartite NAMAHERO (Nama Heritage Route) with the support of the relevant authorities that will assist in realising the Rural Culturepreneurship and encourage Cultural and Heritage Tourism.	Hantan, Karoo, Namakwa District	Northern Cape	Mr Vusi Ngobeni	NAMCUFE
71.	Marula Festival	A multi-disciplinary festival that focuses on different genres of music and dance as it covers traditional music, Afro-soul, gospel and jazz. It takes place in Baphalaborwa around February to March.	Mopani 23.9424° S, 31.1409° E	Limpopo	Mr Vusi Ngobeni	Limpopo Department of Sport, Arts and Culture and Limpopo Economic Development and Tourism.



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
72.	Mapungubwe Arts Festival	The project focuses on providing platform for artists within the Limpopo Province. The project is largely music and dance. Artists that are featured do have a provincial appeal and beyond. The projects play a role in the preservation of the heritage of the Limpopo Province	Limpopo: Polokwane -23.9045, 29.4689 Peter Mokaba Stadium: 23.9248° S, 29.4688° E	Limpopo	Mr Dunisani Chabalala	Limpopo Department of Sport, Arts and Culture and Limpopo Economic Development and Tourism.
FLAGSHIPS – NATIONAL						
73.	National Arts Festival	A multidisciplinary project that focuses on all the domains of the Cultural and Creative Industry. It takes place in Makhanda with a programme that starts at the end of June, beginning of July. The festival, which has been running for 48 years, takes place annually.	Covers all the districts in the country though it is based in Sarah Baartman. 33.3106° S, 26.5256° E	Eastern Cape	Mr Dunisani Chabalala	National Arts Festival
74.	Joy of Jazz	A music festival that focuses on local and international jazz. The project has an internal appeal as it attracts audience from around the globe. It takes place in Sandton around September.	City of Johannesburg 26.1076° S, 28.0567° E	Gauteng	Mr Dunisani Chabalala	T Music Man
75.	Moretele Tribute Concert	A music festival that focuses on different genres of music from hip hop, Afro-soul, traditional and gospel to jazz. It takes place in Mamelodi around August.	City of Tshwane 25.7234° S, 28.4222° E	Gauteng	Ms Busi Dlamini	Drakensburg Promotions
76.	Beautiful Things Craft Exhibition - National & Showcase	A craft exhibition that aims to promote premium South African products locally and internationally	City of Tshwane 25.7234° S, 28.4222° E	City of Tswane	Mr Joseph Mathe	Provincial Departments of Arts and Culture and Economic Development Craft hubs Craft development organisations
77.	Ebubeleni Festival	A music festival that focuses on different genres of music from hip hop, Afro-soul, traditional and gospel to jazz. It takes place in Nelson Mandela Bay around December.	Nelson Mandela Bay 33° 44' 42.868" S 25° 34' 5.19" E	Eastern Cape	Ms Xoliswa Phenya	Mahambehala Communications
78.	We Can Arts Festival	A multidisciplinary initiative focusing on people living with disabilities across the country, hosted rotationally in the different provinces and on national TV (Mzansi magic and MNet's BET TV. The programme runs from October to December.	TBC	KwaZulu-Natal Limpopo Gauteng Mpumalanga Eastern Cape Northern Cape Free State North West Western Cape	Ms Cathrine Mokoena	Outrage Concepts, Visual artists, musicians, province, departmental agencies
79.	Cape Town International Jazz Festival	A high level LSM Jazz music festival with National and International Festival. It features top artists within South Africa and beyond the borders.	City of Cape Town 33° 55' 7.8996" S 18° 25' 23.8800" E	Western Cape	Ms Cathrine Mokoena	Outrage Concepts, Visual artists, musicians, province, departmental agencies

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
80.	Johannesburg Comedy festival	This international comedy festival provides a platform that showcases stand-up comedians from within the country as well as international acts.	City of Johannesburg 26.1076° S, 28.0567° E	Gauteng	Ms Xoliswa Phenya	Johannesburg International Comedy Festival (PTY Ltd)
81.	Abantu Book Festival	This is a festival that is fast growing to be a contender in the literature calendar. Abantu Book Festival is hosted in Soweto and has been marked key-note addresses by the world-renowned authors such as Mona Eltahawy; Chimamanda Ngozi Adichie; and others. The festival also hosts a Book Shop at which the audience can purchase literature immediately.	Johannesburg: SOWETO 26.2485° S, 27.8540° E	Gauteng	Ms Xoliswa Phenya	Abantu Book Festival (PTY Ltd)

PROGRAMME 4

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
1.	South African Geographical Names Council	Geographical Names Standardisation	All 52 districts	All nine provinces	Names submitted by Provincial Geographical Names Committees from all nine provinces	Provincial Geographical Names Committees District municipalities
2.	Isandlwana Heritage Interpretative Centre	A feasibility study will be conducted to give guidance on the development of the Interpretative Centre which will commemorate the Battle of Isandlwana	28°21'32"S 30°39'9"E Umzinyathi	KwaZulu-Natal	Mr Msa Khumalo	Umzinyathi Municipality KZN DAC Amafa Heritage Institute
3.	Unveiling of the Bambatha statue	The Bambatha statue has been completed, the DSAC is in consultation with the Zondi royal family to agree on a date to unveil the statue	Umzinyathi 29,06448° N, 30,5887°E	KwaZulu-Natal	Mr Msa Khumalo	uMvoti Municipality Zondi family KZN DAC
4.	Archie Gumede statue	The installation of a statue in eThekweni Municipality	Ethekeeni 29.8586° S, 31.0262° E	KwaZulu-Natal	Mr Msa Khumalo	eThekweni Municipality Amafa Heritage Institute
5.	Samora Machel Museum	Samora Machel Monument and Museum – Feasibility study	Enhlanzeni 25,9161° N, 31,9552° E	Mpumalanga	Mr Msa Khumalo	DPWI Freedom Park Barberton Museum
6.	Content development for the Winnie-Madikizela Mandela Museum	The development and installation of the Ms Winnie Madikizela-Mandela Brandfort house memorial exhibition.	Lejweleputswa District -28.6853717, 26. 4607674	Free State	Mr Jimmy Chauke	DSAC FS Department of Sport, Arts, Culture and Recreation Winnie Madikizela-Mandela Foundation



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
7.	Operationalisation of the Ingquza Hill Memorial	Exhibition development and installation, appointment of ad hoc staff, and running of day-to-day operations of the centre for a period of one year before it is transferred to the Eastern Cape.	OR Tambo -31.261697, 29.696660	Eastern Cape	Mr Jimmy Chauke	DSAC Albany Museum EC Department of Sport, Recreation, Arts and Culture OR Tambo District
8.	Acquisition of the exhibition content for the newly built OR Tambo Library (with the interpretation space inside)	Procurement and installation of the newly built library's exhibition content, ICT equipment and indoor and outdoor visual art. Borehole, landscaping and construction of the rainwater harvesting system at Kantolo village, Mbizana.	Alfred Nzo 30° 45'25"S, 29° 43'28.9"E	Eastern Cape	Mr Jimmy Chauke	Winnie Madikizela-Mandela Local Municipality OR and A Tambo Foundation
9.	Construction of Chief Tyali statue	Construction of statue of Chief Tyali	Amatole District Municipality 32.7859° S, 26.8459° E	Eastern Cape	Mr Raditshaba Mahasha	DSAC Imingcngathelo royal household Fort Hare
10.	Museum planner for Sarah Baartman Centre of Remembrance (SBCR)	Content development for the SBCR	Sarah Baartman District 33.8308° S, 24.8627° E	Eastern Cape	Ms Alicia Monis	DPWI Hankey community SAHRA
11.	Victor Verster Prison House	The operationalisation of the Victor Verster Prison House	Drakenstein 33.8453° S, 19.0119° E	Western Cape	Ms Alicia Monis	Western Cape NHC SAHRA Iziko Museums
12.	Thabo Mbeki Presidential Library	Development of the Thabo Mbeki Presidential Library	Johannesburg Metro 26.1076° S, 28.0567° E	Gauteng	Ms Mamo Seliane	Johannesburg City Thabo Mbeki Foundation
13.	Resistance and Liberation Heritage Route	Development of the 22 Provincial Resistance and Liberation Heritage Route Sites	22 Provincial sites	In all the provinces	Ms Mamo Seliane	Provincial Departments of Arts and Culture DPWI Department of Transport Department of Tourism SAHRA NHC

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
14.	National flag	<p>(i) Provision of flags to schools to replace worn out flags due to natural elements such as sun, rain and wind.</p> <p>(ii) Hosting of workshops to advance knowledge of national symbols. These workshops are hosted in schools and public venues to cover both the school market and the general public.</p> <p>(iii) Execution of "I am the Flag Campaign" at public spaces, including taxi ranks and shopping malls.</p>	<p>Waterberg and Mopani 23.3089° S, 30.7160° E</p> <p>Ethekwini Metro 29°41'50.07"S 30°57'24.72"E</p> <p>uMzinyathi – District Municipality 28.5152° S, 30.6200° E</p> <p>Zululand District Municipality 27.8872° S, 31.4456° E</p>	National	Mr Themba Mabaso	Provincial government
	Libraries					
15.	Ntabankulu Library	Construction of a new library facility	Alfred Nzo District 30° 59' 30.73"S, 29° 16' 42.83"E	Eastern Cape	Rose Phasha	Provincial Department of Sport, Arts and Culture
16.	Izingcuka Modular Library		O R Tambo District 32.6752 S, 27.0443 E	Eastern Cape	Rose Phasha	
17.	Ingquza Hill Library		O R Tambo District 32.6752 S, 27.0443 E	Eastern Cape	Rose Phasha	
18.	Cornelia Library		Mangaung Metro 27° 14' 0" S, 28° 51' 0" E	Free State	Rose Phasha	
19.	Clarens Modular Library		Thabo Mofutsanyane District 28.5144° S, 28.4105° E	Free State	Rose Phasha	
20.	Batho Dual Library		Mangaung Metro 29° 8' 0" S, 26° 14' 0" E	Free State	Rose Phasha	
21.	Kocksoord Library		West Rand District 26°13'18.5"S 27°38'45.2"E	Gauteng	Rose Phasha	
22.	Zuurbekom Library		West Rand District 26° 7' 32" S: 27° 45' 2" E	Gauteng	Rose Phasha	
23.	Nquthu Library		uMzinyathi District 28.2195° S, 30.6746° E	KwaZulu-Natal	Rose Phasha	
24.	Shayamoya Library		Harry Gwala District 27° 21' 415 S 31° 49' 762 E	KwaZulu-Natal	Rose Phasha	
25.	Kwa Mdakane Library		Amajuba District 28°0'50"S, 30°3'29"E	KwaZulu Natal	Rose Phasha	
26.	Endaleni Library		uMgungundlovu District 29.90941,30.30781	KwaZulu Natal	Rose Phasha	



	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
27.	Msinga/Ofabeni Library	Construction of a new library facility	uMzinyathi 28.8543 S, 30.4993 E	KwaZulu-Natal	Rose Phasha	Provincial Department of Sport, Arts and Culture
28.	Umzumbe Library		uGu District 30.5524 S, 30.2827 E	KwaZulu-Natal	Rose Phasha	
29.	Vleifontein Library		Vhembe District 23.2149 S, 29.9908 E	Limpopo	Rose Phasha	
30.	Botshabelo Library		Waterberg District 29° 16' 12.58" S, 26° 42' 18.72" E	Limpopo	Rose Phasha	
31.	Sekhukhune Library		Sekhukhune District 25.741449, 28.189774	Limpopo	Rose Phasha	
32.	Tshaulu library		Vhembe District 22° 48' 0" S, 30° 44' 0" E	Limpopo	Rose Phasha	
33.	Dumela Library		Vhembe District 24.492928, 31.084098	Limpopo	Rose Phasha	
34.	Ethandukukhanya Library		Gert Sibande District -26.99164, 30.61999	Mpumalanga	Rose Phasha	
35.	Kwa Mhlanga Library		Nkangala District -25° 25' 56.10" S, 28° 42' 30.02" E	Mpumalanga	Rose Phasha	
36.	Provincial Depot Library		Francis Baard District Latitude: -30.0000 Longitude: 22.0000	Northern Cape	Rose Phasha	
37.	Galeshewe Library		Francis Baard District -27.9796, 25.1093	Northern Cape	Rose Phasha	
38.	Dinokana Library		Ngaka Modiri Molema District 25° 27' 0" S, 25° 52' 0" E	North West	Rose Phasha	
39.	Wolmaransstad Library		Dr Kenneth Kaunda District 27.2019° S, 25.9586° E	North West	Rose Phasha	
40.	Kgakala Modular Library		Dr Kenneth Kaunda District 27.2176 S, 26.2705 E	North West	Rose Phasha	
41.	Moshana Modular Library		Bojanala District 24.9798 S, 25.8946 E	North West	Rose Phasha	

	Project name	Project description	District municipality and GPS coordinates	Province	Project leader	Social partners
42.	Uitkyk Modular Library	Construction of a new library facility	Bojanala District 30°58'0" S and 26°58'60" E	North West	Rose Phasha	Provincial Department of Sport, Arts and Culture
43.	Madibe A Makgabana Modular Library		Ngaka Modiri Molema District 25.924 S, 25.4 E	North West	Rose Phasha	
44.	Mmatau Modular Library		Bojanala District 25.2417 S, 26.6649 E	North West	Rose Phasha	
45.	Overhex Modular Library		Overberg District 33.65775, 19.51564	Western Cape	Rose Phasha	
46.	Wagenmakers Modular Library		Namaqua District 31°46'0" S, 21°37'0" E	Western Cape	Rose Phasha	

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