



culture, sport & recreation

MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA



STRATEGIC PLAN 2025 – 2030

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List of Abbreviations/Acronyms

4IR	Fourth Industrial Revolution	MPLC	Mpumalanga Provincial Language Committee
AFS	Annual Financial Statements	MPUWA	Mpumalanga Writers Association
AGSA	Auditor-General South Africa	MSC	Mpumalanga Sport Confederation
AIDS	Acquired Immune Deficiency Syndrome	MSAII	Mpumalanga Sport Association for the Intellectually Impaired
APP	Annual Performance Plan	MTDP	Medium Term Development Plan
APPs	Annual Performance Plans	MTEF	Medium Term Expenditure Framework
AU	African Union	MTSF	Medium Term Strategic Framework
BBBEE	Broad-Based Black Economic Empowerment	MTPA	Mpumalanga Tourism and Park Agency
BRICS	Brazil, Russia, India, China and South Africa	MUNMEC	Municipalities and Members of the Executive Council
BSA	Boxing South Africa	NAAIRS	National Automated Archival Information Retrieval System
CCIFSA	Cultural and Creative Industry Federation of South Africa	NACH	National Anti-Corruption Hotline
CFO	Chief Financial Officer	NDP	National Development Plan
COBIT	Core Objectives of Information and Related Technologies	NPO	Non-Profit Organization
COGHSTA	Department of Cooperative Governance, Human Settlements and Traditional Affairs	NQF	National Qualifications Framework
COVID-19	Coronavirus Disease 2019	ODA	Official Development Assistance
DARDLEA	Department of Agriculture, Rural Development, Land and Environmental Affairs	OTP	Office of the Premier
DCSR	Department of Culture, Sport and Recreation	PAS	Provincial Academy of Sport
DCSSL	Department of Community Safety, Security and Liaison	PCF	Premier's Coordinating Forum
DDM	District Development Model	PEP	Provincial Evaluation Plan
DEDT	Department of Economic Development and Tourism	PERSAL	Personnel Salaries

DoE	Department of Education	PESTLE	Political, Economic, Social, Technological, Legal Environment
DORA	Division of Revenue Act	PFMA	Public Finance Management Act
DPSA	Department of Public Service and Administration	PIP	Provincial Implementation Plan
DPWRT	Department of Public Works, Road and Transport	POA	Programme of Action
DSAC	National Department of Sports, Arts and Culture	PPOA	Provincial Programme of Action
DSD	Department of Social Development	PPP	Public Private Partnership
EH&W	Employee Health and Wellness	PRIME	Planning, Research, Information, Monitoring and Evaluation
EMC	Executive Management Committee	PSCBC	Public Sector Co-ordinating Bargaining Council
EPWP	Expanded Public Works Programme	PSCC	Provincial Social Cohesion Committee
EXCO	Executive Council	PSDF	Provincial Spatial Development Framework
FC	Football Club	PSETA	Public Sector Education and Training Authority
FDI	Foreign Direct Investment	PWRT	Public Works Roads and Transport
GCIS	Government Communication and Information Services	RLHR	Resistance and Liberation Heritage Route
GDP	Gross Domestic Product	RMC	Risk Management Committee
GITO	Government Information Technology Office	ROP	Rights for Older Persons
HATC	High Altitude Training Centre	RSA	Republic of South Africa
HCT	HIV Counselling and Testing	SADC	Southern African Development Communities
HDI	Historical Disadvantaged Individuals	SAGPA	South African Gold Panning Association
HIV	Human Immunodeficiency Virus	SARS	South African Revenue Services
HOD	Head of Department	SASCOC	South African Sport Confederation and Olympic Committee
HRM	Human Resource Management	SATMA	South African Music Traditional Awards
HRPIR	Human Resource Planning and Implementation Report	SCM	Supply Chain Management
ICT	Information and Communication Technology	SCOPA	Select Committee on Public Accounts

IDIP	Infrastructure Delivery Implementation Plan	SDIP	Service Delivery Improvement Plan
IGR	Intergovernmental Relations	SDF	Spatial Development Framework
LM	Local Municipality	SERO	Socio-Economic Report Outlook
MANCOM	Management Committee	SITA	State Information Technology Agency
MEC	Member of the Executive Council	SMS	Senior Management Services
MHRAC	Mpumalanga Heritage Resources Authority Council	SONA	State of the Nation Address
MIG	Municipal Infrastructure Grant	SOPA	State of the Province Address
MINMEC	Minister and Members of the Executive Committee	SSA	State Security Agency
MISS	Minimum Information Security Standards	STIs	Sexually Transmitted Infections
MMS	Middle Management Services	SWOT	Strengths Weaknesses Opportunities Threats
MOU	Memorandum of Understanding	TB	Tuberculosis
MP	Mpumalanga	TID	Technical Indicator Description
MP V2030	Mpumalanga Provincial Vision 2030 Strategic Implementation Framework	TVET	Technical Vocational Education and Training
MPAC	Mpumalanga Provincial Aids Council	WEGE	Women Empowerment and Gender Equality
MPC	Mpumalanga Planning Commission	WHO	World Health Organisation
MPAT	Management Performance Assessment Tool	WIL	Workplace Integrated Learning
MPGNC	Mpumalanga Provincial Geographical Names Committee	WSP	Workplace Skills Plan
MPLIS	Mpumalanga Provincial Library Information System	ZACC	Constitutional Court of South Africa

ACCOUNTING AUTHORITY'S STATEMENT

Social cohesion, as outlined in the Provincial Social Cohesion Strategy, is a key mandate aimed at breaking down barriers and promoting positive interaction among different social groups. It seeks to foster communities where people feel a sense of belonging and are comfortable interacting with one another, regardless of their differences.



The Province remains committed to building a cohesive society aligned with the goals of the National Development Plan (NDP) 2030. The 7th administration introduced priorities that will guide our focus over the next five years. Once again, the Department of Culture, Sport, and Recreation has been tasked with the significant responsibility of leading Priority 6: Social Cohesion and Safer Communities.

The Department held its build-up planning sessions from the 2-5 September 2024. This then fed into the strategic planning session held on the 17 – 19 September 2024 where management, staff and stakeholders of DCSR planned for the Annual Performance Plan (APP) and Annual Operation Plan 2025/26 whilst also aligning this with the Strategic Plan 2025 – 2030.

The plans of the Department were further aligned to realize the three Strategic Priorities for the 7th administration Medium Term Development Plan (2024- 2029) that are as follows:

- (SP 1) Inclusive economic growth & job creation;
- (SP 2) Reduce poverty and tackle high cost of living; and
- (SP 3) A capable, ethical & developmental state.

The implementation of the key outputs and outcomes in the Annual Performance Plan should lead to the attainment of the projected impact statement for the Department: “An active, creative, informed and patriotic society”.

This Strategic Plan has been thoroughly reviewed by the Audit and Risk Committee, with valuable input from both the committee and the internal audit team, particularly in the area of risk management. I would also like to further acknowledge the various role-players whose critical input, guidance and oversight informed the development of this Plan, which will now be implemented. The DCSR is indeed a dynamic institution, driven by a passionate leadership and a dedicated management team.

I therefore take this opportunity to endorse the aligned 2025 – 2030 Strategic Plan of the Department of Culture, Sport and Recreation and declare my unqualified commitment to the implementation and achievement of the impact and key outcomes to realize the projected milestones of the Medium-Term Development Plan for the benefit of the people of Mpumalanga. Our collective expertise and collaboration will ensure that DCSR achieves its bold vision and continues to play a vital role in fostering nation-building and social cohesion in South Africa.



Hon. Mrs LM Mabuza
MEC for the Department of Culture, Sport and Recreation

ACCOUNTING OFFICER'S STATEMENT



As we embark on the 2025-2030 strategic cycle, the Department of Culture, Sport, and Recreation (DCSR) remains committed to advancing the critical goals of social cohesion, equitable development, and sustainable service delivery across Mpumalanga. This Strategic Plan 2025-2030 aligns with both provincial and national priorities, particularly those outlined in the National Development Plan 2030 and the Medium Term Development Plan (2024-2029). Over the next five years, we will continue to strengthen our role in fostering active citizenry, cultural preservation, and nation-building, which remain at the core of our mandate.

Our Key Strategic Outcomes and Five-Year Projections:

Contributing towards equal opportunities, inclusion and redress: Addressing inequalities, inclusion and redress is central to our strategy for social cohesion. The establishment of 10 new libraries by 2030, raising the total from 122 to 132, will provide increased access to information services for underserved communities. Libraries are vital for empowering citizens with knowledge and bridging the digital divide, especially in rural areas. Our efforts will enhance inclusivity, allowing citizens across various socio-economic backgrounds to benefit from educational resources and opportunities.

Increased investment in cultural and sport institutions: We will actively promote and secure greater investment in cultural and sports institutions to enhance their sustainability, accessibility, and impact through infrastructure development, capacity building, and operational support. As part of this commitment, the DCSR will establish new cultural institutions as hubs for artistic expression, heritage preservation, and cultural innovation, fostering skills development and community engagement while strengthening local and international collaborations. This initiative will drive economic growth in the cultural and creative industries, create employment opportunities, and promote social cohesion through inclusive programming. Additionally, investments in sports institutions will provide athletes and sports professionals with world-class facilities, training programs, and development opportunities, contributing to a more vibrant and competitive sports sector.

Promote multilingualism in the Province as per MP Language Act No 3 of 2014: In alignment with the MP Language Act No. 3 of 2014, we are committed to promoting multi-lingualism by establishing Provincial and Local Language Units to implement language policies, facilitate translation services, and support the development of indigenous languages. These units will work with communities, educational institutions, and cultural organizations to promote language awareness, literacy programs, and multilingual communication in public spaces. The Provincial Language Unit will standardize language use in government communication, while

Local Language Units will focus on grassroots initiatives, language revitalization, and advocacy. Through these efforts, we aim to foster an inclusive, linguistically diverse society where all languages are valued, respected, and used as tools for cultural expression, knowledge-sharing, and economic empowerment.

Promoting Social Cohesion through Interaction across Space and Class: Social cohesion thrives on interaction. The department will focus on organizing 240 active recreation events, a five-fold increase from the current baseline of 48. These events are designed to promote physical well-being while breaking down social barriers. School sport programs will also be actively supported moving from a baseline of 70 to 375 over the five-year period. Such engagements will strengthen community bonds and foster unity in diversity.

Building Functional Corporate Governance: Transparency and accountability underpin our governance framework. By 2030, we aim to maintain a clean audit status, demonstrating our commitment to ethical governance and sound financial management. Our focus will be on enhancing internal controls, ensuring that resources are efficiently utilized and that the department remains compliant with national and provincial financial regulations.

The successful implementation of these five strategic outcomes discussed above will culminate in the realization of our impact statement: “An active, creative, informed, and patriotic society.” By 2030, the province will benefit from an empowered citizenry actively engaged in shaping their communities and contributing to nation-building initiatives. Our holistic approach will ensure that we foster creativity, cultural diversity, and socio-economic inclusion, making Mpumalanga a beacon of unity and progress in South Africa.

The DCSR’s 2025-2030 Strategic Plan is a reflection of collaborative efforts between government, civil society, and the people of Mpumalanga. With the support of our stakeholders and partners, we are confident that this plan will deliver tangible results, ensuring that our communities are vibrant, inclusive, and resilient.

The department reaffirms its commitment to delivering services that reflect the needs and aspirations of our citizens. Together, we will continue to drive transformative change and contribute to the province’s long-term development goals, as articulated in Mpumalanga Vision 2030



Mr EM Mahlangu

(A) Accounting Officer of Department of Culture, Sport and Recreation

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

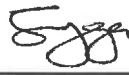
- Was developed by the management of the Department of Culture, Sport and Recreation under the guidance of Honourable LM Mabuza: MEC for Department of Culture, Sport and Recreation;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Culture, Sport and Recreation is responsible, and
- Accurately reflects the impact, outcomes and outputs which the Department of Culture, Sport and Recreation will endeavour to achieve over the period 1 April 2025 to 31 March 2026.



 Mr SJ Singh
 (A) Programme Manager: Cultural Affairs

09/06/2025

 Date



 Ms HS Mayinga
 Programme Manager: Library and Archive Services

09/06/2025

 Date



 Mr. BH Ngoma
 Programme Manager: Sport and Recreation

09/06/2025

 Date



 Mr. N Hlatshwayo
 Acting Chief Financial Officer

09/06/2025

 Date



 Mr S Msimange
 (A) Head Official Responsible for Planning
 and Programme Management

09/06/2025

 Date




 Mr. EM Mahlangu
 (A) Accounting Officer

09/06/2025

 Date

APPROVED BY:



 Hon. Mrs. LM Mabuza MEC: DCSR
 Executive Authority

09/06/2025

 Date



PART A: OUR MANDATE

1. Constitutional mandate

The Republic of South Africa's Constitution, Act 108 of 1996, hereinafter referred to as the Constitution, its Preamble and Founding Provisions, and specific parts thereof are the source of the Department of Culture, Sport, and Recreation's mission and/or function.

Languages, Section 6: (1) Sepedi, Sesotho, Setswana, siSwati, Tshivenda, Xitsonga, Afrikaans, English, isiNdebele, isiXhosa, and isiZulu are the official languages of the Republic. (2) Acknowledging the historically low status and use of our people's indigenous languages, the state ought to take proactive, realistic steps to improve these languages' standing and usage.

Language and Culture, Section 30 states that everyone is free to use the language and engage in the culture of their choice, but that no one may exploit these freedoms in a way that is against the Bill of Rights.

Communities based on culture, religion, and language, Section 31 (1): No one may deny a member of a cultural, religious, or linguistic community the freedom to form, join, and maintain associations with other civil society organizations, as well as the freedom to enjoy their culture, practice their religion, and speak their native tongue with other members of that community. (2) No part of the Bill of Rights may be violated in the exercise of the rights granted by paragraph (1).

Schedule 5 PART A stipulates:

- ✓ Archives other than national archives,
- ✓ Libraries other than national libraries,
- ✓ Museums other than national museums,
- ✓ Provincial Recreation and amenities; and
- ✓ Provincial sport

2. Legislative and policy mandates

2.1 Legislative Mandates:

There are several legislative mandates that impact the work of DCSR. They are listed and explained briefly in the table below:

Legislation	Key Responsibilities
Protection of Personal Information Act, 4 (Act No 4 of 2013)	The Act regulates the processing of personal information by public and private bodies in South Africa, in accordance with the right to privacy in the Constitution.
Public Service Act, 1994 as amended	The regulation of the conditions of empowerment, discipline and matters connected therewith.
Labour Relations Act, 66 (Act No. 66 of 1995)	To promote fair labour practices, collective bargaining, and peaceful dispute resolution between employers, employees, and trade unions.
Basic Conditions of Employment Act, 75 (Act No. 75 of 1997)	Seeks to advance economic development and social justice by fulfilling the primary objectives of the rights to fair labour practices conferred by section 23(1) of the constitution.
Employment Equity Act, 55 (Act No. 55 of 1998)	Seeks to promote equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementation of Affirmative Action measures to redress the imbalances of the past.
Employment Equity Amendment Act, 2022 (Act No. 4 of 2022)	This Act introduces sector-specific employment equity targets to promote diversity and equal opportunity, and requires employers to obtain compliance certificates to be eligible for state contracts.
Disaster Management Amendment Act, 2015 (Act No. 16 of 2015)	This Act enhances the original Disaster Management Act by introducing measures for improved disaster risk reduction, clarifying the roles of various governmental and traditional structures in disaster management, and establishing guidelines for climate change adaptation and early warning system
Skills Development Act, 1998	Seeks to provide an institutional framework to devise and implement strategies to develop and improve the skills of the workforce.
Public Finance Management Act, 29 (Act No.29 of 1999) as amended	Seeks to secure transparency, accountability and sound management of revenue, expenditure, assets and liabilities of various public institutions.
Preferential Procurement Policy Framework Act, 5 (Act No. 5 of 2000) and the regulations thereof	A system for properly evaluating all capital projects prior to a final decision on the projects.
Tender Board Act, 2 (Act No. 2 of 1994) Eastern Transvaal and regulations (E.T.37) thereof	To provide for the regulation of the procurement of supplies and services for, the disposal of movable property of, and the hiring or letting of anything or the acquisition or granting of any right for or on behalf of, the Province, and to that end to establish a Tender Board and to define its functions; and to provide for incidental matters.

Legislation	Key Responsibilities
Occupational Health and Safety Act, 85 (Act No. 85 of 1993)	For ensuring safe working conditions and safe equipment at all times.
Promotion of Access to Information Act, 2 (Act No. 2 of 2000)	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Promotion of Administrative Justice Act, 3 (Act No. 3 of 2000)	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996.
Protected Disclosure Act, 26 (Act No. 26 of 2000)	To make provision for procedures in terms of which employees in both the private and the public sector may disclose information regarding unlawful or irregular conduct by their employers or other employees in the employ of their employers; to provide for the protection of employees who make a disclosure which is protected in terms of this Act.
Government Immovable Asset Management Act, 19 (Act No. 19 of 2007)	Uniform framework for the management of an immovable asset that is held or used by a national or provincial department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department; to provide for issuing of guidelines and minimum standards in respect of immovable asset management by a national or provincial department
The Promotion of Equality and Prevention of Unfair Discrimination Act, 4 (Act No. 4 of 2000)	To give effect to section 9 read with item 23(1) of Schedule 6 to the Constitution of the Republic of South Africa, 1996, so as to prevent and prohibit unfair discrimination and harassment; to promote equality and eliminate unfair discrimination; to prevent and prohibit hate speech.

2.2 Policy Mandates

The White Paper on Sport and Recreation 1996, aimed to ensure that sport and recreation are accessible to all citizens, regardless of race, gender, or socio-economic status. It laid the groundwork for future legislation and policies, influencing initiatives such as the National Sport and Recreation Act of 1998. This reflected the government's commitment to using sport as a tool for national unity, development, and health.

Furthermore, emanating from the White Paper on Arts, Culture and Heritage 1996, the following Acts have been promulgated by Parliament and institutions created in furtherance of the constitutional mandate of the Department of Arts and Culture.

Legislation	Function
Mpumalanga Provincial Languages Act, 3 (Act No. 3 of 2014)	To assist in the development, implementation and monitoring of the provincial language policy; to provide for the establishment of the Mpumalanga Provincial Language Forum; to provide for the development of internal language policies by Provincial organs of state; to provide for the establishment of a Provincial

Legislation	Function
	Language Unit and language units within Provincial organs of state.
Mpumalanga Arts and Culture Council Act, 2 (Act No.2 of 1999)	To develop and promote Arts and Culture and to address historical imbalances in respect of the arts and culture in the province.
National Arts Council Act, 56 (Act No. 56 of 1997)	It established the National Arts Council (NAC) in South Africa, with the aim of promoting and supporting the arts sector in the country. It also serves to institutionalize the promotion, support, and development of the arts in South Africa, making it accessible and equitable across all communities.
Mpumalanga Archives Act, 14 (Act No. 14 of 1998)	To provide for the establishment of the Mpumalanga Archives; the proper management and care of the records of governmental bodies; the preservation and use of a provincial archival heritage; and to provide for matters connected therewith.
National Heritage Resources Act, 25 (Act No. 25 of 1999)	Establishes the legal framework for the protection, conservation, and management of South Africa's heritage resources. It empowers the South African Heritage Resources Agency (SAHRA) to identify, protect, and promote cultural heritage sites, artifacts, and intangible heritage. The Act ensures that heritage resources are preserved for future generations while fostering public access and community involvement in their conservation.
National Heritage Council Act, 11 (Act No. 11 of 1999)	Establishes the National Heritage Council (NHC) to oversee the preservation, promotion, and development of South Africa's heritage. It focuses on coordinating heritage management, supporting research, and raising public awareness about the significance of heritage. The Act ensures the protection of heritage resources while fostering national identity and social cohesion.
Cultural Institutions Act, 119 (Act No. 119 of 1998), as amended	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.
Culture Promotion Act, 35 (Act No. 35 of 1983)	To provide for the preservation, development, fostering and extension of culture in the Republic; the development and promotion of cultural relations with other countries; and for the establishment of regional councils for cultural affairs.
South African Geographical Names Council Act, 118 (Act No. 118 of 1998)	Establishes the South African Geographical Names Council (SAGNC) to oversee the standardization and approval of place names. It ensures that names reflect the country's history, culture, and diversity, promoting the transformation and decolonization of geographical names. The Act facilitates public participation in the renaming process and ensures accurate geographical naming.
Heraldry Act, 18 (Act No. 18 of 1962)	To make provision for the establishment of a bureau of heraldry, a heraldry committee and a heraldry council; for the registration and protection of coats of arms, badges, other emblems, names and uniforms.

Legislation	Function
Legal Deposit Act, 54 (Act No. 54 of 1997)	To provide for the preservation of the national documentary heritage through legal deposit of published documents.
National Film and Video Foundation Act, 73 (Act No. 73 of 1997)	Establishes the National Film and Video Foundation (NFVF) to promote and develop the South African film and video industry. It supports funding, training, and development of filmmakers, ensuring growth and transformation within the sector. The Act aims to enhance South Africa's film industry domestically and internationally while preserving cultural expression through film.
PAN South African Language Board Act, 59 (Act No. 59 of 1995)	Establishes the Pan South African Language Board (PanSALB) to promote multilingualism and protect language rights in South Africa. It supports the development and preservation of all official languages, including indigenous languages, and encourages equitable language use in public life. The Act ensures that all South Africans have access to language rights and resources.
National Library of South Africa Act, 92 (Act No. 92 of 1998)	Establishes the National Library of South Africa (NLSA) as a custodian of the country's documentary heritage. It aims to promote and provide access to library services, preserve South African cultural and intellectual resources, and support literacy and education. The Act fosters collaboration with other libraries and cultural institutions to enhance national knowledge and information sharing.
Library Ordinance Act, 20 (Act No 20 of 1992)	Provides the legal framework for the establishment and regulation of public libraries in South Africa, particularly in the former homelands. It aims to promote access to library services and resources for all communities, enhancing literacy and education. The Act encourages the development and support of library infrastructure to meet the informational needs of the population.
South African Library for the Blind Act, 91 (Act No. 91 of 1998)	Establishes the South African Library for the Blind to provide accessible reading materials and resources for visually impaired individuals. It aims to promote literacy and facilitate access to information for blind and visually impaired persons. The Act ensures that the library supports the cultural and educational needs of this community, enhancing their quality of life.
The National Sport and Recreation Act, 110 (Act No. 110 of 1998)	To provide for the promotion and development of sport and recreation and the co-ordination of the relationships between the Sports Commission, national and recreation federations and other agencies.
SA Institute for Drug Free Sport Act, 14 (Act No.14 of 1997)	Establishes the South African Institute for Drug-Free Sport (SAIDS) to promote fair competition in sports and combat doping. It outlines the framework for education, testing, and enforcement of anti-doping regulations to ensure athletes compete without the use of prohibited substances. The Act aims to protect the integrity of sports and safeguard the health of athletes.
Lotteries Act ,57 (Act No. 57 of 1997)	Regulates the conduct of lotteries in South Africa, establishing a framework for the operation and management of national and local lotteries. It aims to generate funds for public good causes, including arts, culture, education, and sports, through the

Legislation	Function
	proceeds from lottery sales. The Act also ensures transparency, accountability, and fairness in lottery operations and the distribution of funds.
Non-Profit Organizations Act, 71 (Act No. 71 1997)	Provides a legal framework for the registration and regulation of nonprofit organizations (NPOs) in South Africa. It aims to promote and support the activities of NPOs, ensuring transparency, accountability, and good governance in their operations. The Act facilitates the development of the nonprofit sector, which plays a crucial role in social development and community upliftment.
SA Boxing Act ,11 (Act No. 11 of 2001)	To ensure the effective and efficient administration of professional boxing in the Republic.
Safety at Sports and Recreational Events Act, 2 (Act No. 2 of 2010)	It recognises the promotion and protection of the physical well-being and safety of all persons attending sports and recreational activities.

3. Institutional Policies and Strategies over the five-year planning period

National Policy on the Digitization of Arts, Culture and Heritage: The policy gives further effect to the National Policy on the Digitization of Heritage Resources that was developed by the then Department of Arts and Culture in 2011. The policy focuses on the digitization of heritage resources for the purpose of preservation, access and management of ownership.

School Sport Policy: Focusses on governance relating to the participation of schools in sport advancement.

Draft Social Cohesion Strategy: Facilitates social solidarity, shared values, equal opportunities, and provision of an environment within which Mpumalanga citizens can flourish.

Inter-Departmental Service Delivery Agreement with Department of Public Works Road and Transport - Mpumalanga: Outlines Services and Standards to be provided by the Implementing Agent (DPWRT) as well as responsibilities of the client (DCSR) with regard to the roll out of infrastructure projects relevant to the sector.

Memorandum of Understanding with the Department of Education-Mpumalanga: Facilitate and coordinate collaboration on school sport between the two departments.

National Development Plan 2030: “The NDP aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society” (NDP, 2011). Chapter 9 of the National Development Plan (NDP) outlines educational objectives that must be achieved by 2030 if South Africa is to succeed as a nation. The NDP’s vision for education and training is to ensure that all children have the benefit of a high-quality education. DCSR plays a critical role in enhancing learning by providing access to enjoy all genres of cultural expression.

Medium Term Development Plan (MTDP) (2024-2029): The Medium-Term Development Plan outlines key priorities for Mpumalanga province in particular and South Africa in general. The MTDP provide a basis for alignment of country plans with global, regional and sub-regional instruments.

Revised Framework for Strategic Plans and Annual Performance Plans (2019): The Revised Framework for Strategic Plans and Annual Performance Plans is vital for DCSR as it provides a comprehensive, structured, and transparent approach to planning, implementing, monitoring, and evaluating its activities. This ensures that DCSR remains effective, accountable, and aligned with planning priorities.

Long Range development Priorities: This includes United Nations Sustainable Development Goals (SDGs) and African Union Agenda 2063.

Other Policy Considerations: This includes the National Youth Policy (2020-2030) and White Paper on the Rights of Persons with Disabilities (2016).

4. Relevant court rulings

Nelson Mandela Foundation case relates to a 2017 demonstration against attacks and killings of farmers that where involved were the old apartheid South African flag was displayed. The display of the old flag in SA, constitutes as hate speech in terms of 10.1 of the equality Act unfair discrimination or harassment based on race.

Reference to court ruling: The court ruling affirms the Department to continuously persevere heritage, and that the old apartheid South African flag can only be used for educational purposes i.e., the flag can be preserved as heritage.

Minister of Justice and Constitutional Development and Others vs Prince; National Director of Public Prosecutions and Others vs Rubin; National Director of Public Prosecutions and Others vs Acton and Others [2018] ZACC 30.

The Constitutional Court has found that the ban on the private use and cultivation of dagga is unconstitutional. The unanimous judgment decriminalizes adults smoking dagga at home and growing enough marijuana for personal consumption. But the highest court in the land said clearly marijuana was not allowed to be smoked publicly. The Court ruled that Section 4(b) & Section (b) of the Drug Act & Section 22A (a)(a)(i) of the Medicines Act were unconstitutional and invalid. This means that cannabis can be used by an adult in private and for personal consumption. The Act indicates that it infringes on the right to privacy, entrenched in Section 14 of the Constitution.

Reference to court ruling: The possession and ingestion of substances such as marijuana is a purely personal choice. The challenge for the Department and legislature is how to regulate policies which will protect the abuse of such by public and officials in the name of culture, health and religion.

Recently the Department does not have any court rulings however, attention is given to Monameli Sigidla Ndumo versus Minister of Sport, Arts and Culture and Others. The Applicant is challenging the renaming of Grahamstown to Makhanda and argues that there was no proper consultation prior to the name change. The application was dismissed by the court in December 2019.

PART B: OUR STRATEGIC FOCUS

The 2025-2030 Strategic Plan articulates DCSR’s strategic focus: its vision, mission, values and strategic outcomes as follows:

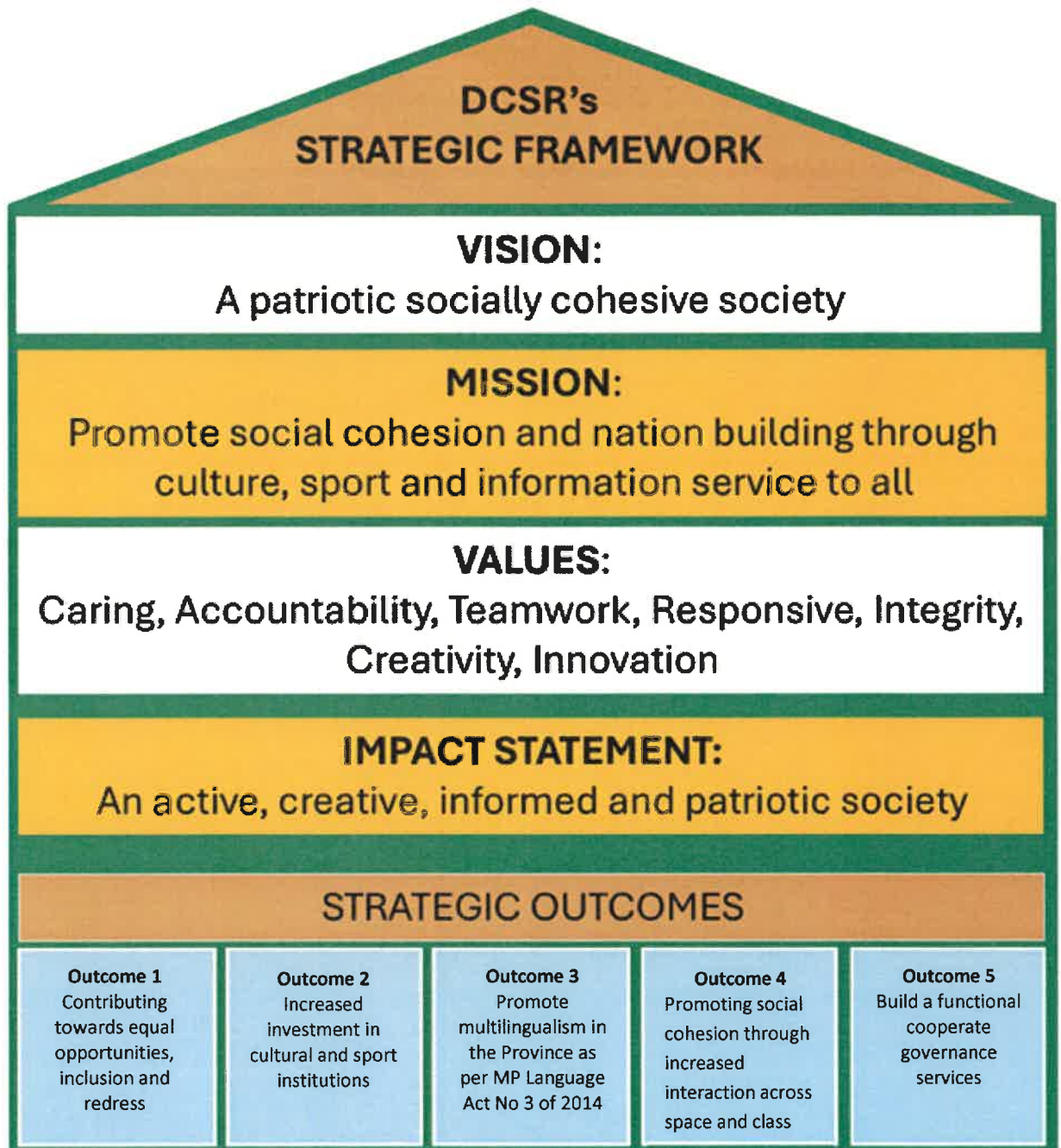


Figure 1 DCSR Strategic Framework

5. Vision

A patriotic socially cohesive society.

6. Mission

Promote social cohesion and nation building through culture, sport and information service to all.

7. Values

Table 1 Value definitions

Caring	Foster strong connections and build trust, creating a supportive environment where individuals feel valued.
Accountability	Taking responsibility for one’s actions and decisions, being answerable to others, and reliably fulfilling commitments and obligations.
Teamwork	Working collaboratively towards shared goals, leveraging diverse strengths and fostering mutual support.
Responsive	Approaching life with energy, enthusiasm, and passion by having a lively spirit, an eagerness to embrace challenges, and a positive attitude that inspires and uplifts others.
Integrity	Adhering to strong moral and ethical principles, being honest and transparent in actions and decisions, and consistently doing the right thing, even when it’s difficult or when no one is watching.
Creativity	The ability to generate original, imaginative ideas or approaches by thinking beyond conventional methods, fostering new perspectives and artistic expression.
Innovation	The process of turning creative ideas into practical, impactful solutions by introducing new methods, technologies, or products that advance progress and meet evolving needs.

8. Situational analysis

This part examines how significant changes in the environment might affect DCSR's operations and provides a comprehensive situational analysis of the organization's internal and external settings. This data was synthesized to help define strategic priorities and guide decision-making, ensuring that the organization is well-positioned to meet its outcomes and overcome obstacles in the future.

8.1 External environment analysis

Global trends

Sport situation analysis: As the world nears the end of 2024, the global economy finds itself at a complex crossroads, marked by geopolitical tensions, uneven economic recoveries, and evolving consumer behaviors. While traditional industries navigate through the turbulence of inflation, political instability, and technological disruption, one industry stands out as both resilient and increasingly influential—the global sports industry. From the glitzy Paris 2024 Olympics to the Formula 1 circuits, from the commercial powerhouse of European football to the expanding markets in cricket and rugby, the global sports ecosystem is worth over US\$620 billion (R11.4 trillion) in 2024, according to Deloitte's Global Sports Market Report¹. As nations invest more in international sporting events, they not only seek economic gains but also an opportunity to enhance their geopolitical clout and national identity.

Cultural situation analysis: UNESCO World Heritage Sites play a crucial role in preserving cultural heritage globally, with a total of 1,157 sites recognized worldwide as of 2023. The World Bank reports² that tourism linked to these sites can lead to economic revitalization in local communities, emphasizing their importance in sustainable development. South Africa has 10 UNESCO World Heritage Sites as of 2024. In Mpumalanga, the Barberton Makhonjwa Mountains are the only UNESCO World Heritage Site. Inscribed in 2018, this site is recognized for its unique geological formations, some of the oldest and best-preserved volcanic and sedimentary rock sequences in the world, dating back 3.6 billion years. These sites span both natural and cultural heritage and are recognized for their global significance.

Cultural festivals around the globe serve as vital expressions of community identity, fostering tourism and economic growth. Deloitte estimates a major event such as the Carnival in Rio de Janeiro generates around US\$2 billion annually for the local economy, highlighting the financial impact of such festivals. As noted by PwC³, cultural festivals not only promote local traditions but also enhance community engagement and cohesion, reflecting the growing recognition of culture as a driver for economic development. The Mpumalanga Cultural Xperience celebrates local culture and heritage, promoting tourism and community engagement, with recent initiatives to attract international visitors.

¹ Deloitte. (2024). Global Sports Market Report 2024. Available at: <https://www2.deloitte.com/global/en/pages/sports-business-group/articles/global-sports-market-report.html> (Accessed: 29 September 2024).

²World Bank. (2024). Regional Economic Update: Southern Africa. Available at: <https://www.worldbank.org/en/region/afr/publication/regional-economic-update-southern-africa> (Accessed: 29 September 2024).

³ PwC. (2024). Sports Outlook 2024. Available at: <https://www.pwc.com/gx/en/industries/sports.html> (Accessed: 29 September 2024).

International Days: The United Nations designates several international days aimed at raising awareness and promoting cultural exchange. For instance, International Museum Day (May 18) encourages global participation in cultural heritage activities. These initiatives foster greater appreciation for diverse cultures and highlight the economic benefits of heritage tourism, as reported by the UN, which has emphasized the role of cultural heritage in achieving sustainable development goals.

Art and cultural exhibitions: Art and cultural exhibitions have become pivotal in showcasing cultural heritage and promoting local artists. Major events like the Venice Biennale and Art Basel fairs not only provide platforms for artistic expression but also stimulate local economies by attracting international audiences. Deloitte notes that these exhibitions can generate significant tourism revenue, bolstering local businesses and creating jobs in the creative sector. McKinsey & Company indicate that in 2023, the global art market reached an estimated US\$65 billion, indicating a robust demand for cultural engagement.

Digital Cultural Heritage: The digital transformation of cultural heritage is revolutionizing preservation and access. Initiatives such as Europeana and various museum digitization projects have made millions of cultural items accessible to global audiences. The importance of digital cultural heritage is increasingly recognized, particularly in the wake of the COVID-19 pandemic, which accelerated digital engagement. According to Goldman Sachs, investments in digital platforms are crucial for reaching younger generations and fostering global cultural awareness. Furthermore, innovations in augmented reality (AR) and virtual reality (VR) are enhancing how cultural heritage is experienced, offering immersive experiences that attract tech-savvy audiences.

The SADC region also recognizes cultural events as pivotal for tourism and economic growth. The Harare International Festival of the Arts in Zimbabwe showcases local talent and attracts visitors, while Mozambique's Maputo Jazz Festival highlights the cultural richness of the region. The SADC Secretariat is working on initiatives to promote cultural exchange and tourism, aiming to enhance economic integration through cultural heritage.

As global and SADC trends continue to shape the future of sport, culture, and recreation, the importance of local contributions cannot be overstated. Mpumalanga, with its rich cultural heritage and vibrant sporting traditions, plays a key role in preserving and promoting these values, while actively participating in global cultural, sport and recreational movements.

Mpumalanga, with its population of 5.1 million according to the 2022 Census, constitutes 8.3% of South Africa's demographic footprint. The province's population is strikingly youthful, with 64% of individuals under the age of 35, and a median age of 28 years. Population growth has been robust, expanding at an annual rate of 2.3%, with projections indicating it will reach 6.1 million by 2030 and between 11 and 12 million by 2060. This demographic trajectory demands strategic investments in infrastructure and service delivery, particularly in rapidly urbanizing areas such as Mbombela, Bushbuckridge, and Nkomazi. These regions are forecasted to become the largest population centres in the province, highlighting the urgency of aligning long-term urban planning with the Mpumalanga Infrastructure Masterplan.

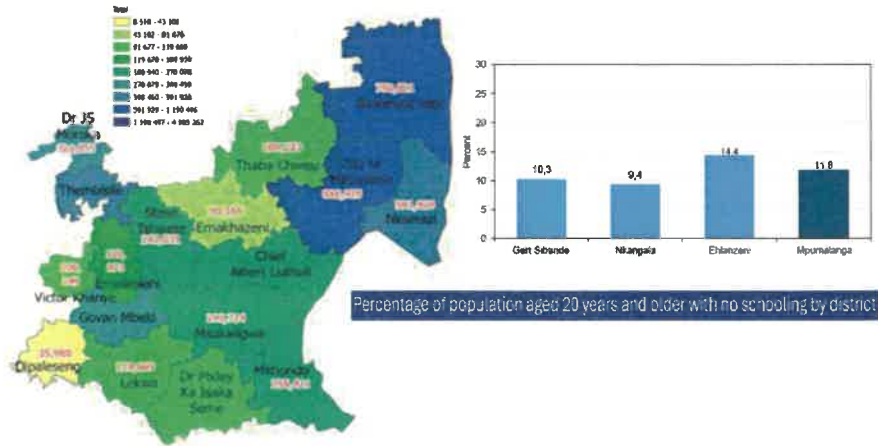


Figure 2 Mpumalanga Population Per District

The province's labour market presents substantial challenges, with the unemployment rate standing at 37.4% in Q2 2024, a stark indicator of the structural deficiencies within the regional economy. Youth unemployment is particularly acute, with 51.3% of individuals aged 15-34 out of work, rising to a staggering 57.6% among those aged 18-24. Female youth are disproportionately affected, with an unemployment rate of 68.6%, compared to 47.1% for their male counterparts⁴. This divergence in employment outcomes reflects deeper gender inequalities in economic participation and highlights the need for targeted interventions. Despite Mpumalanga's active labour force of 1.9 million, only 1.2 million are employed, leaving 712,000 unemployed, along with 358,000 discouraged job seekers. This is indicative of both demand-side weaknesses and supply-side inadequacies, particularly in skills and training.

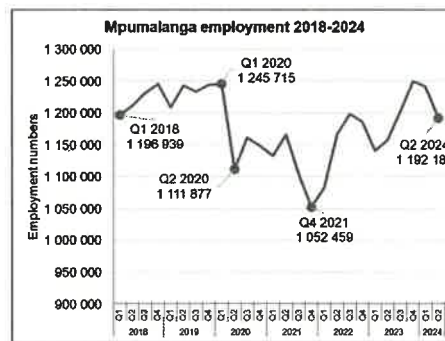


Figure 3 Mpumalanga Employment 2018-2024

From an economic perspective, Mpumalanga's economy, valued at approximately R550 billion in 2023, contributes nearly 8% to South Africa's GDP. However, its economic growth has been lacklustre, with the province expanding by only 0.4% in 2023, following a contraction of 5.3% in 2020 due to pandemic-related disruptions.

⁴ Statistics South Africa. (2022). *Census 2022 Provincial Profile: Mpumalanga*. Pretoria: Statistics South Africa. Available at: <https://www.statssa.gov.za/publications/Report-03-01-77/Report-03-01-772022.pdf> (Accessed: 19 October 2024)

The rebound in 2021, where growth reached 5.6%, was not sustained, with the economic outlook remaining modest. The province is forecasted to grow at an average rate of 1.7% per annum from 2024 to 2028. Key industries, particularly mining and manufacturing, which once formed the backbone of the provincial economy, have experienced prolonged contractions, underscoring the necessity for economic diversification and policy innovation. Structural challenges such as load shedding, infrastructure bottlenecks, and the volatility of global commodity markets continue to impede Mpumalanga's growth potential.

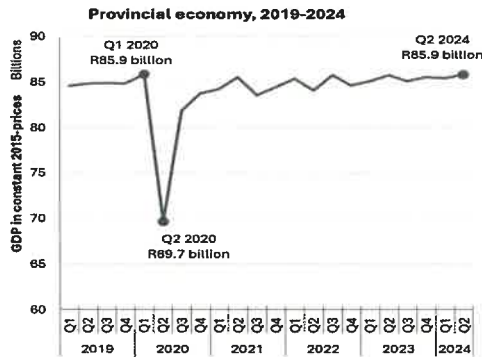


Figure 4 Provincial Economy 2019 - 2024

The province remains burdened by deep-seated poverty and inequality. The poverty rate, based on the Lower-Bound Poverty Line (LBPL), stood at 51.2% in 2023, highlighting the pervasive deprivation experienced by large segments of the population. Income inequality remains pronounced, with the poorest 40% of households capturing only 7.7% of total provincial income, as reflected in the Gini coefficient of 0.60. These disparities not only reflect economic exclusion but also underscore the structural nature of poverty in the province. The Mpumalanga Vision 2030 aims to reduce inequality, targeting an improvement in the income share of the poorest households to over 10% and lowering the Gini coefficient below 0.60. Achieving these targets requires robust redistributive policies and sustained efforts to promote inclusive growth.

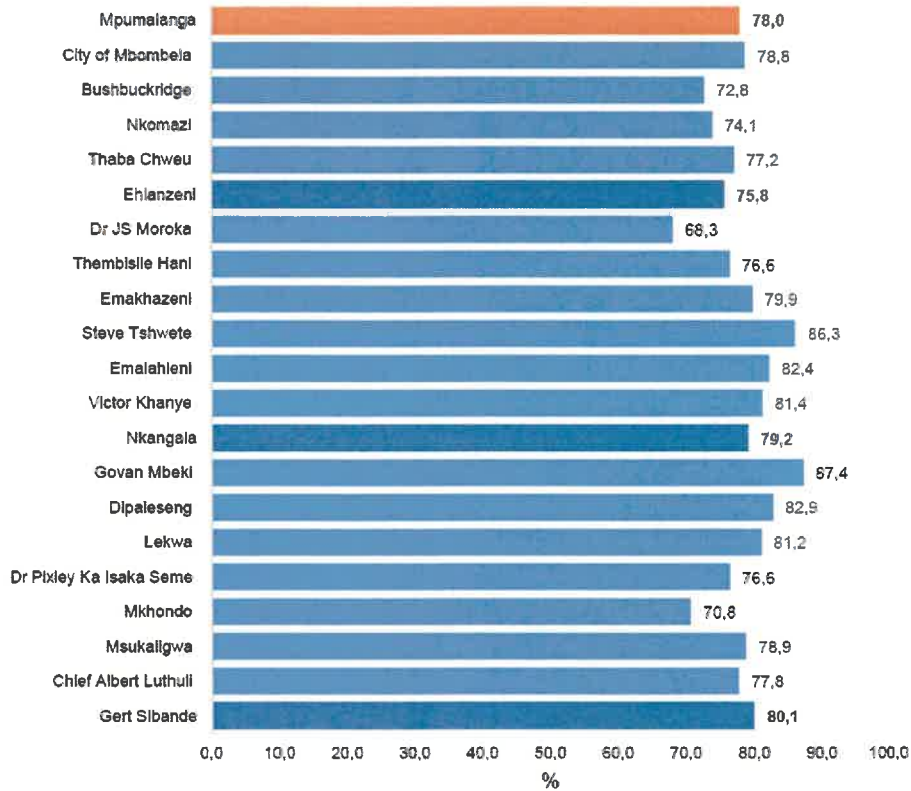


Figure 5⁵ Percentage of household with access to internet by DM and LM

A persistent mismatch between the skills produced by educational institutions and the requirement of the provincial economy exacerbates Mpumalanga's unemployment crisis. While 51.1% of youth have completed secondary education, this has not translated into meaningful employment opportunities. Graduate unemployment stands at 20.5%, a figure that points to the inadequacy of current skills training programs in addressing the demands of key sectors. The disconnect between supply and demand in the labour market necessitates a recalibration of educational and vocational training frameworks to better align with the needs of high-growth sectors such as finance, tourism, and community services. The development of a coordinated provincial skills strategy, informed by industry needs, is imperative for enhancing youth employability and stimulating economic activity.

⁵ Statistics South Africa. (2022). *Census 2022 Provincial Profile: Mpumalanga*. Pretoria: Statistics South Africa. Available at: <https://www.statssa.gov.za/publications/Report-03-01-77/Report-03-01-772022.pdf> (Accessed: 19 October 2024)



Figure 6 Mpumalanga Electricity Distribution Statistics

Access to basic ⁶services has improved over time, yet significant disparities remain. In 2022, 93.7% of households had access to electricity, up from 86.4% in 2011. However, access to piped water is uneven across the province, with 13% of households still lacking piped water services, and the Ehlanzeni district reporting the highest proportion of households without this essential service at 18.6%. Sanitation services have seen marked improvement, with 57.3% of households having access to flush or chemical toilets, compared to 45.2% in 2011. Yet, in rural areas, pit latrines without ventilation remain prevalent, used by 27.8% of households. These figures reflect ongoing challenges in service delivery, particularly in informal and rural settlements, which require targeted infrastructure investments.

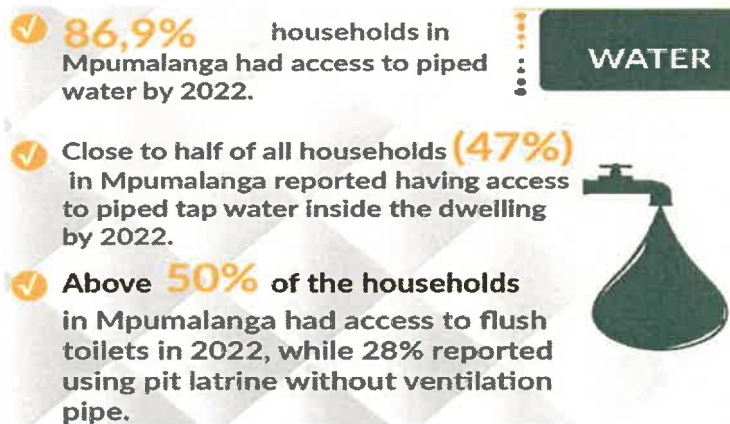


Figure 7 Mpumalanga Water Distribution Statistics

Mpumalanga has made notable strides in educational attainment, with 40.46% of the population aged 20 years and older having completed Grade 12 in 2022, compared to 29.46% in 2011. Despite these gains, literacy disparities persist, with a slightly lower literacy rate for women (84.4%) compared to men (85.2%). Additionally, early childhood education remains a critical gap, as a large proportion of children aged 0-4 years are not attending any form of early childhood development (ECD) program. Ehlanzeni district, in particular, is severely affected,

⁶ Mpumalanga Department of Economic Development and Tourism. (2024). *Mpumalanga Socio-Economic Review and Outlook (SERO), September 2024*. Nelspruit: Mpumalanga Department of Economic Development and Tourism.

with 45.1% of children not enrolled in ECD programs, a shortfall that could have long-term implications for educational outcomes and socio-economic mobility.

In conclusion, Mpumalanga’s economic landscape is characterized by high unemployment, entrenched inequality, and uneven access to basic services. While some progress has been made in expanding access to education and improving infrastructure, the province remains vulnerable to structural weaknesses, particularly in the labour market. The roadmap to achieving the ambitious goals set out in Mpumalanga Vision 2030 hinges on targeted investments in human capital, skills development, and inclusive economic growth. A multi-faceted approach that addresses these challenges head-on will be crucial in steering the province towards sustainable development and economic resilience.

DCSR’s macro-environment was further assessed using the **PESTLE** analysis. These trends have informed the development of the impact statement, outcomes, and outcome indicators to steer DCSR on its path to deliver on its mandate.

Table 2 Political, Economic, Social, Technological, Legal and Environmental Analysis (PESTLE)

PESTLE ANALYSIS	
1. Political	2. Economic
<ul style="list-style-type: none"> • Change in government following the 2024 elections. Appointment of a new Minister of DSAC may change the landscape and may also provide for potential opportunity. • Political changes and challenges within the local municipality influence the functioning of the DCSR. High number of community protests coupled with xenophobia hamper service delivery. Some protests are violent resulting in public libraries and social amenities being burnt down. This necessitates the need to insure these facilities by the hosting municipalities. • International relations: Partnerships and agreements with other countries can expand DCSR’s reach and influence, but also introduce new challenges where geopolitics are concerned. • Changing political priorities influence the direction of governmental actions and resource allocation. 	<ul style="list-style-type: none"> • Stagnant economy (inflation; fiscal constraints; recession etc) - Low economic growth hampers overall prosperity and opportunities. This impacts on support provided to cultural villages, arts and crafts cooperatives; community structures; athletes and learners and community conversations / dialogues that can be implemented to foster social interaction. • Purchase of foreign books, subscriptions to international journals, and budget cuts influence the financial management of the libraries and museums. Rising electricity costs further impact the functioning of organisations. • Jobs displacement due to technology impacts on the labour market and economic stability. • Unemployment rates contribute to economic strain and social challenges. • Decreased investment undermines economic expansion and development.

<ul style="list-style-type: none"> • Lack of interracial buy-in from minority groups in participating in sport and recreation activities. National Federations (NFs) and Provincial Federations (PFs) should be empowered to implement effective transformation. Sharing best-practice should be encouraged. • Changing policies and leadership can lead to shifts in governance approaches and decision-making processes. • The government's drive for digitization reflects its commitment to modernizing public services and infrastructure. • Limited government funding constrains the implementation of political agendas and the delivery of public services such as implementation of Mpumalanga Language Act of 2014 and full operationalization of the provincial archive repository. • Insufficient understanding of the complexity of technological change may result in ineffective policies and strategies for technological development. • The trend to address vulnerable and excluded groups demonstrates political efforts to promote social equity and inclusion. • The District Development Model aims to decentralize governance and empower local communities in political decision-making processes. Two of the Departmental catalytic projects are HATC and the Cultural Hub – both feature in the DDM of Nkangala and Ehlanzeni district respectively. • Instability within political institutions causes a lack of continuity in policy implementation and governance initiatives. 	<ul style="list-style-type: none"> • Lack of job opportunities constrains income generation and poverty alleviation efforts. • Lack of opportunities for SMMEs, cooperatives, startups, and informal traders stifles entrepreneurial growth and economic diversification. • The trend towards more social models affects economic structures and market dynamics. • Increasing opportunities in the digital economy drive economic innovation and growth within libraries and museums. • Misalignment between skills and the job market creates inefficiencies and labour market mismatches. • Slow implementation of infrastructure projects, such as electricity and fibre, delays economic progress and connectivity. • Lack of optimization of township/village economies hinders local economic development. • Insufficient transformation/reform impedes economic inclusivity and sustainability. • Jobless growth exacerbates inequality and social tensions. • Lack of coordination among stakeholders undermines economic efficiency and progress. • The changing world of work requires adaptive economic forecasting and planning.
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<ul style="list-style-type: none"> • DCSR has done ground work to capitiate on geographic name changes. • A trust deficit between citizens and political leaders undermines public confidence in governance of institutions and decision-making processes. 	
<p>3. Social</p>	<p>4. Technological</p>
<ul style="list-style-type: none"> • High unemployment, high illiteracy rate and a lack of a reading culture results in low visitor attendance at museums and libraries. • Increased use of social media has endangered privacy and security. • Challenges relating to the combination of poverty and inequality persist. • High levels of crime plague the nation. • Gender-based violence remains a pressing issue. • Racial prejudice continues to be a significant societal challenge. • The youth face poor social outcomes. • The Department has established “Friends of the Libraries” which are the community-based structures that will advocate for the importance and protection of facilities against possible vandalism. • Integrated planning with the Department of Community Safety, Security and Liaison is also in place to provide security services in certain public libraries where Local Municipalities are unable to provide these services. 	<ul style="list-style-type: none"> • The DCSR is in the process of installing CCTV cameras in all public libraries and museums to further protect these assets. • Block chain, AI, lack of technological infrastructure, influence of technology on education provisioning and DCSR’s processes. • Opportunities for interoperability and automated systems. • Data security and privacy - protecting data collected through DCSR services is crucial. • The wide availability of digital devices signifies a technological shift in South Africa. • Insufficient understanding of future technologies like 4IR and 5IR hampers technological advancement. • Virtual reality is emerging as a technological tool for various applications. • Artificial intelligence is transforming industries and processes - the changing world of work is driven by technological innovations. • Online training solutions leverage technology to enhance learning opportunities. • High data costs impede widespread digital access and usage in public libraries. • Unequitable connectivity disparities highlight technological inequities.
<p>5. Legal</p>	<p>6. Environmental</p>
<ul style="list-style-type: none"> • Protection of copyright and intellectual property is essential under South African 	<ul style="list-style-type: none"> • DCSR is a green organisation and is influencing the “greening” of museums.

<p>law to safeguard creators' rights and encourage innovation.</p> <ul style="list-style-type: none"> • The Protection of Personal Information (POPI) Act, establishes legal requirements for the processing and protection of personal data in South Africa – DCSR must comply. There is high risk when filling in attendance registers with personal information of athletes and artists. • A supportive legislative framework provides the necessary legal structure to promote economic growth, protect citizens' rights, and ensure social justice in South Africa. • Autonomy, within the legal context, refers to the principle of self-governance and independence, which is upheld and protected by South African laws and regulations. • Corporate citizenship is regulated by South African laws, ensuring that businesses operate ethically, responsibly, and in compliance with legal requirements while contributing positively to society. • Regulation of politically exposed persons is governed by South African laws aimed at preventing corruption, ensuring transparency, and maintaining the integrity of public officeholders. 	<ul style="list-style-type: none"> • Sustainability in practices, impact of environmental policies on museum infrastructure and resources. • Natural disasters, pandemics – impacts libraries and museum operations. • The green economy promotes environmentally sustainable practices and resource management in South Africa. • Smart cities integrate technology and data-driven solutions to optimize resource usage and reduce environmental impact. • Rapid urbanization poses challenges to environmental conservation and sustainability as it leads to increased demand for resources and infrastructure development. • Environmental degradation threatens South Africa's ecosystems and biodiversity, impacting both human well-being and economic stability. • Waste disposal challenges, such as inadequate infrastructure and illegal dumping, contribute to environmental pollution and degradation. • Beneficial use of waste promotes recycling, upcycling, and resource recovery to minimize waste generation and environmental pollution. • Climate change exacerbates environmental challenges in South Africa, including water scarcity, extreme weather events, and habitat loss.
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The DCSR will continue to monitor the ongoing changes in its external environment to respond timeously, appropriately, and with relevance to any significant shifts. By staying attuned to emerging trends and challenges, the department will ensure that its strategies remain adaptive and impactful. This proactive approach will enable DCSR to consistently meet the evolving needs of the communities it serves.

8.2 Internal environment analysis

To offer a foundation for realigning, reordering, and honing the DCSR's priorities, the internal and external opportunities and threats were assessed together with DCSR's strengths and weaknesses. DCSR's objectives are to maximize recognized strengths, seize opportunities, counter known weaknesses, and lessen dangers.

The SWOT analysis has further informed the formulation of the Strategic Plan 2025-2030.

SWOT Analysis

Table 3 DCSR's Strengths and implications for planning

Strengths	
Internal Strengths	The implication of DCSR's strengths on planning for 2025-2026
<ul style="list-style-type: none"> • Clear vision, comprehensive mission. • Staff have unique competencies. • Regulatory status (DCSR's powers are protected in legislation). • Strong collaboration with local and global stakeholders and partners. Stakeholder consultation and networking efforts enable DCSR to gather diverse perspectives and ensure the relevance and applicability of its services. • Social media presence - Corporate communication and branding initiatives enhance the visibility and credibility of the DCSR, promoting greater public trust and engagement. • Good reputation and image. • Availability of internal audit, Audit Committee, and other select committees to strengthen good governance, transparency and accountability. <ul style="list-style-type: none"> • Good intergovernmental relations in three spheres of government. • Availability of tools of trade, staff empowerment and good relationships amongst colleagues. 	<ul style="list-style-type: none"> • A clear vision and mission provide a foundation for aligning all strategic initiatives. Strategic plans can focus on initiatives that directly contribute to achieving the vision and mission, helping to prioritize resources and efforts effectively. • With a specialized workforce, DCSR can pursue innovative projects and continuous improvement initiatives. Strategic planning should focus on optimizing HR management practices to attract, retain, and develop capable staff, as well as implementing sound financial management strategies to ensure sustainable funding and resource allocation. • Legislative backing provides operational stability, allowing for long-term strategic planning without concerns about regulatory changes undermining DCSR's authority. • A strong social media presence allows for effective stakeholder engagement and outreach. Social media can be used to strengthen DCSR's brand. Strategic plans can leverage social media to enhance communication, promote transparency, and gather feedback.

Strengths	
Internal Strengths	The implication of DCSR's strengths on planning for 2025-2026
<ul style="list-style-type: none"> • 55% of staff complement are women. 	

Table 4 DCSR's Weaknesses and implications for planning

Weaknesses	
Internal Weaknesses	The implication of DCSR's weaknesses on planning for 2025-26
<ul style="list-style-type: none"> • Insufficient capacity (human and financial). • Delays in approval of the organogram – resulting in capacity constraints. • Staff development and training is required to improve skills, and enhance professionalism. • Ageing staff – lack of succession planning which is imperative in preserving business continuity while increasing diversity and equity. • Vacancies to be filled with critical posts at SMS level. • Bottlenecks in processes. • Partnership development initiatives by DCSR may be limited, highlighting the need to enhance collaboration and engagement with relevant stakeholders and partners. • Full adherence to departmental policies and consequence management is still a challenge. • Inadequate marketing of departmental services. The partnership with e.g., Metro FM & partnerships with other corporates provide an opportunity for marketing of the Department. • Slow SCM processes and payments affects service delivery. These processes will continue to be monitored to ensure progress on procurement of goods and services. • Lack of stakeholder's database. • Non-standardization of goods and services prices. 	<ul style="list-style-type: none"> • Planning efforts should prioritize technological advancements within the organization. • Planning efforts should prioritize capacity-building initiatives to strengthen the core and support within DCSR, ensuring efficient operations and effective implementation of planned activities. • In order for DCSR to evaluate the success of its collaborations and engagement initiatives, planning should entail the creation of reliable methods for tracking and assessing stakeholder involvement and results. • Planning should incorporate proactive strategies to promote best practices within DCSR and among its stakeholders, including the development of dissemination plans and capacity-building activities to encourage the adoption of effective methodologies and approaches. • Planning efforts should focus on enhancing partnership development initiatives, including the identification of key stakeholders, the establishment of clear objectives and expectations, and the implementation of strategies to foster collaboration and engagement with relevant partners.

Weaknesses	
Internal Weaknesses	The implication of DCSR's weaknesses on planning for 2025-26
<ul style="list-style-type: none"> • Non-availability of dedicated Ehlanzeni Regional Office. Budgetary constraints are still an issue and the staff of Ehlanzeni will continue to be housed in Head Office located in the same district. • Loss of crucial information by not performing proper records management. • Compliance with appointment of people with disability is at 1.9%. • Non-compliance on women and youth representation at SMS level. 	

Table 5 DCSR's Opportunities and implications for planning

Opportunities	
Opportunities	The implication of DCSR's Opportunities on planning for 2025-26
<ul style="list-style-type: none"> • To leverage technology – enhance information and knowledge management (records management). • Source external funding to deliver on culture and sport programmes. • Establish strategic partnerships/bilaterals/multilaterals (national and international/corporates) to pursue cultural exchange and explore new markets. • Enhancement of research opportunities. • Digitization of the databases. • Access to wider number of databases. • Opportunity to do podcasts to enhance relevance. • Collaborations on service 	<ul style="list-style-type: none"> • Planning efforts should prioritize coordination and collaboration with other stakeholders ensuring that DCSR initiatives are aligned with broader education and training objectives and strategies. • Planning should include strategies for developing and nurturing partnerships with various stakeholders, including government agencies, educational institutions, and industry associations, to leverage collective expertise and resources. • Planning should focus on enhancing the DCSR's visibility and reputation. • Planning should align with national priorities for economic recovery and development, identifying and prioritizing areas where DCSR can play a strategic role in supporting growth and resilience.

Table 6 DCSR's Threats and implications for planning

Threats	
Threats	The implication of DCSR's Threats on planning for 2025-26
<ul style="list-style-type: none"> • Perceived levels of corruption. • Low government subsidies - Financial constraints limit DCSR's ability to execute all necessary projects effectively, potentially compromising the quality and scope of its activities. • Sluggish economic growth. • Community protest and vandalism of facilities especially public libraries. • Slow implementation of Sport facilities through Municipal Infrastructure Grant as well as public libraries by Implementing Agent. • Over reliance on conditional grant to deliver on libraries and sport mandates. • Loss of talented athletes to other provinces. • Loss of key staff unnecessarily (to better packages). • Reputational harm (social media presence, backlogs). • Unfunded mandate. • Rapid technological change requiring constant system updates. • Cyber-attacks. 	<ul style="list-style-type: none"> • Planning should prioritize resource allocation and budgeting to maximize the impact of available funds, focusing on core priorities and strategic objectives while seeking alternative funding sources and cost-saving measures. • Strategic planning should involve advocacy and engagement with relevant stakeholders to address and mitigate the limitations of DCSR's mandate; • Planning should prioritize strengthening stakeholder engagement mechanisms to foster collaboration, communication, and partnership with key stakeholders, enhancing DCSR's ability to address challenges and achieve its outcomes. • Planning activities should involve capacity-building initiatives to address insufficiencies in the number of resources ensuring the delivery of high-quality experts aligned with priorities. • Planning efforts should prioritise acquisition of state-of-the-art technologies to ensure effective and efficient delivery of services.

Table 7 Stakeholder Analysis Matrix

Stakeholder	Influence	Expectation
Staff	<ul style="list-style-type: none"> • Productivity • Morale 	<ul style="list-style-type: none"> • Fairness • Respect of Worker Rights

Stakeholder	Influence	Expectation
	<ul style="list-style-type: none"> • Public Perception • Performance Effectiveness 	<ul style="list-style-type: none"> • Equity • Involvement • Best Practice HRM policies/practices • Conducive work environment • Adequate resourcing • Transparency • Ethical behaviour
Organised Labour	<ul style="list-style-type: none"> • Policy Setting • Productivity 	<ul style="list-style-type: none"> • Framework for engagement • Willingness to work • Transparency • Communication • Fairness • Enabling environment for association
Public/Public interest groups	<ul style="list-style-type: none"> • Operations • Strategy • Culture 	<ul style="list-style-type: none"> • Transparency • Fairness • Consistent delivery • Integrity • Values orientation • Information sharing • CSI
Suppliers	<ul style="list-style-type: none"> • Risk • Effectiveness • Turnaround 	<ul style="list-style-type: none"> • Transparency • Fairness • Consistency • Ethical behaviour
Funding partners	<ul style="list-style-type: none"> • Support 	<ul style="list-style-type: none"> • Collaboration • Sustainable funding • Framework for engagement • Transparency • Enabling environment for association • Governance, integrity, ethics • Contribution to national priorities • Provision of direction
Department of Sports, Arts, and Culture	<ul style="list-style-type: none"> • Policy setting • Conditional Grant for libraries and sport 	<ul style="list-style-type: none"> • Conformance • Governance continuity and reporting • Fulfilment of legislative mandate • Openness and transparency • Synergy and effective collaboration
Media	<ul style="list-style-type: none"> • Public perception 	<ul style="list-style-type: none"> • Sharing of information, advocacy and lobbying • Consistent feedback • Access to information

Stakeholder	Influence	Expectation
Parliamentary Portfolio Committee	<ul style="list-style-type: none"> • Legislation • Sanction • Oversight on budget and reporting 	<ul style="list-style-type: none"> • Accountability • Governance, integrity, ethics • Contribution to national priorities • Provision of direction
Governance Committees	<ul style="list-style-type: none"> • Strategic direction 	<ul style="list-style-type: none"> • Transparency • Accountability • Governance, integrity, ethics
National Treasury (NT)	<ul style="list-style-type: none"> • Regulatory environment • Financial prudence • Budgeting 	<ul style="list-style-type: none"> • Governance • Compliance
Auditor General (AG)	<ul style="list-style-type: none"> • Regulatory environment • Compliance 	<ul style="list-style-type: none"> • Governance • Audit outcomes • Performance
Department of Public Works, Roads and Transport (DPWRT)	<ul style="list-style-type: none"> • Implementing agent for capital projects 	<ul style="list-style-type: none"> • Projects completed on time and within budget • Transparency • Accountability • Governance, integrity, ethics
International bodies	<ul style="list-style-type: none"> • Policy frameworks • Guidance • Benchmarking 	<ul style="list-style-type: none"> • Implement international best practice • Capacity building • Research and development • Collaboration
Local federations, bodies e.g., CCIFSA; MSC	<ul style="list-style-type: none"> • Guidance • Benchmarking 	<ul style="list-style-type: none"> • Capacity building • Collaboration • Governance • Compliance
Department of Social Development (DSD)	<ul style="list-style-type: none"> • Elderly participation in sport programmes 	<ul style="list-style-type: none"> • Collaboration • Partnerships
Department of Economic Development and Tourism (DEDT)	<ul style="list-style-type: none"> • Cultural and sport tourism 	<ul style="list-style-type: none"> • Collaboration • Partnerships
Department of Education (DoE)	<ul style="list-style-type: none"> • School sport • Language and Culture 	<ul style="list-style-type: none"> • Collaboration • Partnerships

Stakeholder	Influence	Expectation
Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA)	<ul style="list-style-type: none"> • Traditional leaders custodian of culture • MIS for sport and culture infrastructure 	<ul style="list-style-type: none"> • Collaboration • Partnerships
Universities, Scientific and Academic Institutions etc.	<ul style="list-style-type: none"> • Research agenda 	<ul style="list-style-type: none"> • Partnerships • Collaboration • Compliment the research and development mandate

DCSR will continue to engage with these stakeholders to understand their needs, interests, and perspectives and to identify opportunities for collaboration and partnership.

PART C: MEASURING OUR PERFORMANCE

9. Institutional performance information'

9.1 Measuring the impact

Impact Statement	An active, creative, informed and patriotic society
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9.2 Measuring the outcomes

MTDP Priority (6)	Social Cohesion and Safer Communities		
Outcome	Outcome Indicator	Baseline	Five-year target
1. Contributing towards equal opportunities, inclusion and redress	1.1. Number of libraries established to provide access to information services	122	132
2. Increased investment in cultural and sport institutions	2.1. Number of cultural and sports institutions established	4	5
3. Promote multi-lingualism in the Province as per MP Language Act No3 of 2014	3.1. Number of Provincial and local language units established	0	39
4. Promoting social cohesion through increased interaction across space and class	4.1. Number of active recreation events organised	48	240
	4.2. Number of school sport programs supported	70	375
5. Build a functional cooperate governance services	5.1. Number of audit emphasis of matters reduced	1 <small>(DCSR Annual Report 2023/24)</small>	0

9.3 Explanation of Planned Performance over the Five-Year Planning Period

a. The Department of Culture, Sports, and Recreation (DCSR) has ensured that its programmes are harmonized with the strategic priorities of the South African government, as articulated in the National Development Plan, Government Priorities, and global and continental frameworks such as the United Nations Sustainable Development Goals (SDGs), and African Union Agenda 2063.

The outcomes of the strategic plan are aligned with the mandate of social cohesion and nation building. These outcomes further contribute directly to the advancement of women, children, and people with disabilities, in line with provincial priorities and the objectives outlined in the Science, Technology, and Innovation (STI) Decadal Plan (2022-2032).

A key feature of this strategic planning process is the disaggregation of beneficiaries, which maintains a continuous focus on redress, particularly with regard to women, youth, and people with disabilities. Furthermore, this approach is closely tied to advancing spatial transformation, ensuring equitable access and development across all sectors of society.

The focus on improving education, training, and innovation aligns with Government Priority 2, Chapter 9 of the National Development Plan (NDP), and Goal 2 of the African Union Agenda 2063, which emphasizes well-educated citizens and a skills revolution driven by science, technology, and innovation. The Department of Culture, Sports, and Recreation contributes to these goals by fostering participation in sports, arts, and recreational activities, strengthening partnerships with stakeholders, and enhancing collaboration with libraries, museums, cultural villages, educational institutions, and non-governmental organizations; amongst others. Furthermore, there will be an increased investment in cultural and sport institutions.

Through exhibitions, dialogues, events, and programmes, DCSR makes South African cultural heritage accessible to a broad audience, while also promoting the worldwide appreciation of the quality and diversity of South African culture. The work of museums will elevate these institutions as centres of excellence, recognized for their contributions to cultural preservation. Additionally, museums and libraries will continue to provide critical information services to staff, academics, educators, and the public. Technological innovation will be leveraged to create digitized, cutting-edge libraries ensuring that information is available and accessible online.

DCSR is committed to ensuring that rural areas and small towns are integral to its service delivery. We will work to increase collaboration with national, provincial, and local government departments and structures, ensuring that our programmes contribute to balanced, inclusive development across the province.

Social cohesion is an area where arts and culture can make a valuable contribution which is further referenced in NDP 15 as nation building and social cohesion. The DCSR

supported museums contribute through dynamic collections of historic and contemporary materials as well as programmes and activities which enhance knowledge and appreciation of the quality and diversity of South African artifacts. These kinds of information are a vehicle for capacity building and critical thinking, and can raise awareness of social issues and enhance empathy. There will also be a strong focus on promoting multi-lingualism in the province as per MP Language Act No3 of 2014. Promoting the reading of South African literature in local languages can contribute to nation building, and highlight worldwide appreciation of the quality and diversity of South African literature contributing to national pride. Social cohesion focuses on active citizenship, national symbols and national days, recreation and leisure, awareness of South African history, and so on, which will be addressed and incorporated into projects, exhibitions and programmes. Recreational activities and encouraging the consumption of literary and cultural heritage as well as sporting activities contribute to well-being.

One aspect of social cohesion is the redress of inequalities. United Nations Sustainable Development Goal 5 speaks of achieving gender equality while the African Union goals speak of gender equality as well as engaged and empowered youth and children. DCSR will be mindful of the gender make-up of our internal and external stakeholders. While libraries, museums, sports, etc., offer services and opportunities to all, accessibility and inclusion are important. There will be services/activities targeted specifically at women, youth and people with disabilities.

In line with the government emphasis on building a capable, ethical and developmental state, fighting corruption and gender-based violence, DCSR is committed to sound corporate governance and financial compliance as well as increased collaboration with government departments and government structures at national, provincial and local levels.

DCSR supported structures e.g., Pilgrims Rest have a global reach and worldwide recognition for its dynamic collections of historic and contemporary artifacts. The public profile and image of the museums will be enhanced by making cultural heritage accessible to a popular audience. Enhanced collaboration with other museums, sports federations and organisations enables us to reach a broader audience and generate links between South Africa and the world.

DCSR is committed to environmental sustainability, a priority of the National Development Plan, United Nations Sustainable Development goals, and African Union goals. We will reduce our carbon footprint through internal operational practices such as a paperless administrative archive, a no waste working culture, and sustainable consumption and production patterns. Policies and procedures will emphasize climate resilience and natural disasters' preparedness and prevention.

Collaboration with other organisations broadens our reach and adds to the awareness of the importance of libraries, museums, cultural villages etc. While DCSR will benefit from

collaborations we will also work with institutions where we can offer support and/or specialised services.

b. The rationale for the choice of the outcome indicators relevant to the outcomes are outlined in the table below:

Outcome	Outcome Indicator as per Strategic Plan	Rationale for the Outcome Indicator
1. Contributing towards equal opportunities, inclusion and redress	1.1. Number of libraries established to provide access to information services	The outcome indicator is a critical measure of progress towards equal opportunities, inclusion, and redress. Libraries are essential infrastructure in addressing historical inequalities by providing equitable access to information, education, and technology, especially in underserved and rural communities. By tracking the establishment of new libraries, this indicator directly reflects the department's commitment to ensuring that all individuals, regardless of their socio-economic background, have access to the resources necessary for personal development, education, and active participation in society. Expanding access to libraries also supports social inclusion and redress by fostering learning environments that empower marginalized groups and contribute to closing the digital and information divides.
2. Increased investment in cultural and sport institutions	2.1. Number of cultural and sports institutions established	The outcome indicator is a direct and measurable reflection of increased investment in the sector. The establishment of these institutions demonstrates tangible progress in expanding infrastructure, enhancing accessibility, and strengthening the cultural and sports landscape. New institutions serve as hubs for artistic expression, heritage preservation, talent development, and community engagement, while sports facilities provide essential resources for athlete training and competition. Tracking the number of institutions established allows for an objective assessment of investment impact, ensuring that resources are effectively utilized to promote cultural vitality, social cohesion, and economic growth in the province.

Outcome	Outcome Indicator as per Strategic Plan	Rationale for the Outcome Indicator
3. Promote multi-lingualism in the Province as per MP Language Act No3 of 2014	3.1. Number of Provincial and local language units established	<p>The outcome indicator is a measure of progress in promoting multi-lingualism as mandated by the Mpumalanga Language Act No. 3 of 2014. Establishing these units ensures a structured and institutionalised approach to implementing language policies, supporting indigenous language development, and facilitating translation and interpretation services. These units will serve as key drivers in fostering linguistic diversity, improving access to public services in multiple languages, and strengthening cultural identity. By tracking their establishment, we can assess the province’s commitment to linguistic inclusivity and its efforts to preserve and promote all official languages within communities.</p>
4. Promoting social cohesion through increased interaction across space and class	4.1 Number of active recreation events organised	<p>Recreation events provide inclusive and accessible platforms for individuals from diverse backgrounds to engage in shared activities, breaking down social and economic barriers. By organizing these events, communities create opportunities for meaningful interactions, collaboration, and relationship-building among participants who might not otherwise connect. Additionally, active recreation promotes a sense of belonging, teamwork, and mutual respect, which are essential elements of social cohesion. Tracking the number of such events offers a tangible measure of efforts to bridge divides and encourage integration within communities.</p>

Outcome	Outcome Indicator as per Strategic Plan	Rationale for the Outcome Indicator
	4.2. Number of school sport programs supported	Schools serve as key sites for early social integration, and sport provides a natural platform for young people from different socioeconomic and geographic backgrounds to engage in teamwork, cooperation, and shared experiences. By supporting school sport programs, barriers related to class and location are minimized, fostering inclusivity and mutual understanding from an early age. These programs also help instill values of respect, discipline, and collective identity, contributing to long-term social cohesion. Measuring the number of school sport programs supported provides a concrete way to assess efforts in creating equitable access to recreational opportunities and strengthening social bonds among youth.
5. Build a functional cooperate governance services	5.1. Number of audit emphasis of matters reduced	A reduced number of audit emphasis of matters signifies that the financial statements are free from significant errors or misrepresentations, reflecting strong financial management, accountability, and compliance with legal and regulatory frameworks. Achieving this outcome demonstrates the department's commitment to transparency, efficiency, and ethical governance, all essential components of functional corporate services. By maintaining rigorous oversight and addressing any potential risks or deficiencies, the department ensures the effective use of resources and reinforces stakeholder confidence in its governance structures, ultimately contributing to a more capable, ethical, and developmental state.

c. The enablers for each outcome are identified and explained in the table below:

Outcome	Key Enablers
<p>1. Contributing towards equal opportunities, inclusion and redress</p>	<p>Key enablers include implementing targeted programmes that address historical inequalities and promote access to education, employment, and resources for marginalized groups. Additionally, fostering partnerships with community organizations and stakeholders can enhance outreach and support services. Legal frameworks that uphold anti-discrimination laws and promote equity are essential, along with ongoing training and capacity-building initiatives to empower individuals from underrepresented backgrounds. Furthermore, data collection & analysis to monitor progress, alongside public awareness campaigns that advocate for inclusion and social justice, are crucial in creating an environment where equal opportunities are accessible to all.</p>
<p>2. Increased investment in cultural and sport institutions</p>	<p>Key enablers for the outcome include strong policy support, strategic public-private partnerships, and sustainable funding mechanisms. Government commitment through clear policies, incentives, and regulatory frameworks can drive resource allocation and institutional development. Partnerships with private sector entities, NGOs, and international organisations can enhance financial support, infrastructure, and expertise. Community engagement and advocacy also play a crucial role in demonstrating the value of cultural and sport institutions, encouraging both public and private investment. Additionally, capacity-building initiatives, such as leadership development and skills training within these institutions, ensure effective management and long-term impact. Data-driven decision-making, through monitoring and evaluation, further strengthens investment strategies by demonstrating the social and economic benefits of these sectors.</p>
<p>3. Promote multi-lingualism in the Province as per MP Language Act No3 of 2014</p>	<p>Key enablers for the outcome include strong legislative and policy frameworks that support language diversity, as well as active public awareness and advocacy campaigns. Institutional commitment to language rights, particularly within government and educational systems, ensures that multilingualism is embedded in service delivery and cultural practices. The provision of resources such as language training programs, multilingual educational materials, and translation services are essential for practical implementation. Collaboration with local communities, cultural organisations, and language experts is crucial in fostering respect for linguistic diversity and ensuring that all languages are represented in public discourse and media. Additionally, the use of technology for language preservation and promotion, such</p>

Outcome	Key Enablers
	as digital platforms and mobile apps, can help further expand access and engagement with multiple languages.
4. Promoting social cohesion through increased interaction across space and class	Key enablers include organizing community events and activities that bring together diverse groups, fostering environments where individuals can engage in dialogue and collaboration. Supporting cultural and sporting initiatives that encourage participation from various backgrounds helps break down barriers and build relationships. Educational programmes that emphasize diversity, tolerance, and respect for different cultures are essential, as is the involvement of local leaders and organizations in facilitating these interactions. Additionally, improving public infrastructure and transportation can enhance access to events and services, ensuring that all community members can participate, thus strengthening social bonds and a shared sense of belonging.
5. Build a functional cooperate governance services	Enablers include implementing robust policies and procedures that promote transparency, accountability, and ethical behavior within organizations. Effective leadership and a strong organizational culture that values integrity is essential for fostering a governance framework that supports sound decision-making. Regular training and capacity-building initiatives for staff at all levels enhance understanding of governance principles and compliance requirements. Additionally, establishing mechanisms for stakeholder engagement and feedback promotes inclusivity and responsiveness, while leveraging technology for better data management and reporting improves operational efficiency. Finally, regular audits and assessments help identify areas for improvement, ensuring that governance structures remain effective and aligned with best practices.

d. Explanation of the outcomes' contribution to the achievement of the impact.

Outcome	Contribution to the achievement of impact
1. Contributing towards equal opportunities, inclusion and redress	The outcome of contributing towards equal opportunities, inclusion, and redress plays a critical role in achieving the impact of an active, creative, informed, and patriotic society by addressing historical inequities and ensuring that all members of society have access to the resources, education, and opportunities necessary for personal and collective growth. By fostering inclusivity and redress, marginalized groups are empowered to participate fully in cultural,

Outcome	Contribution to the achievement of impact
	<p>social, and economic life, which in turn strengthens the fabric of society. As individuals gain the tools to engage creatively, express themselves, and access diverse perspectives, they become more informed and invested in their community's development. This inclusive environment nurtures a sense of belonging and pride, essential elements for building a patriotic society that is united in its diversity and committed to progress.</p>
<p>2. Increased investment in cultural and sport institutions</p>	<p>The outcome directly contributes to the achievement of an active, creative, informed, and patriotic society by strengthening the foundation of these institutions, which play a central role in fostering community engagement, creativity, and national pride. Investment in culture and sport not only enhances access to artistic and recreational opportunities but also provides platforms for expression, skill development, and social interaction. These institutions become hubs for cultivating creativity, promoting informed discourse, and fostering a sense of shared identity and values. Facilities are an enabler to cultural and sports events that attract tourists, boosting local economies. When the Province hosts events, whether sporting events, concerts, conventions, or community gatherings, we draw an influx of visitors that will support local businesses — hotels, restaurants, retail stores, and service providers. As communities actively participate in and support these events, they develop a deeper connection to their culture and country, thus nurturing a society that is both creatively vibrant and united in its patriotism.</p>
<p>3. Promote multilingualism in the Province as per MP Language Act No3 of 2014</p>	<p>The outcome of promoting multilingualism in the province, as per the MP Language Act No. 3 of 2014, contributes to the achievement of an active, creative, informed, and patriotic society by fostering greater linguistic diversity and inclusivity, which are essential for meaningful social and cultural engagement. By recognizing and supporting multiple languages, individuals are encouraged to actively participate in civic, cultural, and educational life, ensuring that their voices are heard and respected. Indigenous languages such as isiNdebele and Siswati should not face extinction and must continue to be passed down through generations. Access to translation, editing and interpreting services to all provincial organs of state will be implemented. This linguistic inclusion not only enhances creativity and the exchange of ideas but also helps preserve cultural heritage, fostering a deep sense of pride and connection to one's roots. Moreover, by promoting multilingualism,</p>

Outcome	Contribution to the achievement of impact
	<p>the province creates an informed citizenry that can communicate and collaborate across different language groups, strengthening unity and patriotism within a diverse society.</p>
<p>4.Promoting social cohesion through increased interaction across space and class</p>	<p>Promoting social cohesion through increased interaction across space and class directly contributes to the impact of an active, creative, informed, and patriotic society by fostering connections among diverse groups and enhancing mutual understanding. When individuals from different backgrounds come together through shared activities, such as cultural events and community projects, they develop a sense of community and belonging that transcends social and economic divides. This interaction not only stimulates creativity by incorporating varied perspectives but also informs citizens about each other's experiences and challenges, leading to greater empathy and collaboration. As social cohesion strengthens, individuals become more engaged and active in civic life, cultivating a patriotic spirit and a commitment to the collective well-being of society, thereby reinforcing national unity and resilience.</p>
<p>5. Build a functional cooperate governance services</p>	<p>Building functional corporate governance services significantly contributes to the impact of an active, creative, informed, and patriotic society by establishing a framework of transparency, accountability, and ethical practices that fosters public trust and engagement. When governance structures operate effectively, citizens feel more confident in their institutions and are encouraged to participate in civic activities and decision-making processes. This transparency promotes informed citizenry, as individuals gain access to information that empowers them to engage critically with societal issues. Additionally, effective governance nurtures innovation and creativity by enabling diverse voices to be heard in the decision-making process, which can lead to more inclusive and representative outcomes. Ultimately, a society characterized by strong governance cultivates a sense of pride and responsibility among its citizens, reinforcing their commitment to contributing positively to their communities and nation.</p>

10. Key risks

Outcome	Key risk	Risk mitigation
1. Contributing towards equal opportunities, inclusion and redress	Insufficient access to resources and opportunities for marginalized groups	Develop targeted programmes and policies that specifically address the needs of marginalized communities, ensuring equitable access to education, employment, and services.
	Systemic discrimination and bias	Implement training and awareness programmes to combat discrimination, coupled with strong enforcement of anti-discrimination laws and policies to promote fairness.
	Lack of engagement and participation from affected communities	Foster community involvement through outreach initiatives and partnerships with local organizations to encourage active participation in decision-making processes.
	Inadequate data collection and monitoring	Establish comprehensive data collection and evaluation mechanisms to track progress and identify gaps in achieving equal opportunities and inclusion.
	Resistance to change from established structures	Facilitate dialogues and workshops that address concerns and highlight the benefits of inclusion and equity, engaging key stakeholders to gain their support.
2. Increased investment in cultural and sport institutions	Insufficient government funding may hinder the development and sustainability of cultural and sports institutions.	Diversify funding sources through public-private partnerships (PPPs), sponsorships, and grant funding from local and international organizations.
	Limited interest from private investors may reduce financial support for cultural and sports infrastructure.	Develop attractive investment incentives, such as tax breaks, branding opportunities, and long-term sponsorship agreements.
	Poorly maintained or outdated facilities may limit the effectiveness of cultural and sports programs.	Establish a dedicated infrastructure maintenance fund and implement a structured maintenance plan with clear accountability measures.
	A shortage of trained professionals in cultural management, sports development, and facility management may slow progress.	Invest in skills development programs, training workshops, and partnerships with universities to build capacity in these sectors.
	Slow approval processes and administrative inefficiencies may delay investment in cultural and sports institutions.	Streamline regulatory and approval processes, ensuring clear guidelines and reduced red tape for investors and stakeholders.

Outcome	Key risk	Risk mitigation
	Limited community participation in cultural and sports activities may reduce the demand for investment.	Conduct community outreach programs, awareness campaigns, and incentivise local participation through subsidised access and talent development initiatives.
	Economic downturns or shifts in government priorities may reduce long-term financial support.	Align cultural and sports investments with broader economic development plans and advocate for sustained policy support from government leaders.
3. Promote multi-lingualism in the Province as per MP Language Act No 3 of 2014	Insufficient budget allocation may hinder the promotion and implementation of multilingual initiatives.	Secure partnerships with private sector entities, cultural organizations, and donors to supplement government funding.
	Some stakeholders (e.g., government departments, schools, and businesses) may resist adopting multilingual practices.	Conduct awareness campaigns, provide incentives for compliance, and engage key stakeholders through consultations and training.
	A lack of qualified translators, interpreters, and educators may delay the effective implementation of multilingualism.	Invest in language training programs, offer scholarships for language studies, and collaborate with universities and linguistic institutions.
	Communities may not fully understand or support the importance of multilingualism in public services and education.	Launch community outreach initiatives, media campaigns, and integrate indigenous languages into public service delivery.
	Different sectors (education, government, and business) may implement multilingualism unevenly, leading to gaps in language access.	Establish a monitoring and evaluation framework to track compliance and ensure uniform application of language policies.
	Limited digital resources, such as online translation tools and indigenous language content, could slow the promotion of multilingualism.	Invest in the development of digital language tools, such as translation apps and online dictionaries, and encourage ICT integration in language promotion efforts.
4. Promoting social cohesion through increased interaction across space and class	Social fragmentation and segregation	Organize inclusive community events and initiatives that actively bring together diverse groups from different backgrounds, promoting interactions and shared experiences.
	Cultural misunderstandings and conflicts	Implement cultural sensitivity training and workshops to educate communities about diversity and promote respect for different cultural practices and perspectives.

Outcome	Key risk	Risk mitigation
	Limited access to opportunities for participation	Improve public infrastructure and transportation to ensure all community members can easily access events and activities, particularly in underserved areas.
	Insufficient support from local authorities	Engage local government and community leaders in collaborative planning and resource allocation for social cohesion initiatives, ensuring their buy-in and support.
	Low community engagement and participation	Create targeted outreach strategies to involve underrepresented groups in planning and participation, using multiple communication channels to raise awareness of available opportunities.
5. Build a functional cooperate governance services	Lack of transparency and accountability	Implement clear reporting mechanisms and regular audits to enhance transparency, ensuring that governance processes are open and accountable to stakeholders.
	Insufficient training and capacity among staff	Provide ongoing training programmes focused on governance best practices, compliance requirements, and ethical standards to empower staff with the necessary skills and knowledge.
	Ineffective communication channels	Establish clear communication protocols that facilitate the flow of information between leadership, staff, and stakeholders, ensuring that everyone is informed and engaged in governance processes.
	Resistance to change in governance structures	Engage stakeholders in the governance reform process through consultations and feedback mechanisms to address concerns and build support for necessary changes.
	Inadequate resource allocation for governance initiatives	Advocate for sufficient budget allocations and resources dedicated to governance functions, ensuring that departments have the capacity to implement effective governance practices.

PART D: TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title 1.1.	Number of libraries established to provide access to information services
Definition	<p>The Provincial Departments receive funding from DSAC through a Conditional Grant to establish new libraries. 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. The libraries to be established include modular (customised prefabricated structures) libraries. This indicator measures the total count of libraries that have been created within a specific timeframe or geographic area, aimed at enhancing access to information resources and services for the community.</p> <p>The Department has the capacity to build 2 libraries per annum which equals to 10 libraries over the period of five years.</p>
Source of data	Provincial Departments of Sport, Arts and Culture; Practical completion certificate
Method of Calculation/ Assessment	Simple Count
Assumptions	Several assumptions are made, including funding is available through the conditional grant; a clear definition of what constitutes a library, accurate and up-to-date counts of established libraries, and the assumption that these libraries effectively provide the intended information services. It is also assumed that the libraries address community needs, will be sustainable in the long term, and are officially recognized by relevant authorities. Additionally, there is an assumption that adequate resources are allocated for both the establishment and ongoing operation of the libraries.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Libraries are established in the 3 districts of municipalities based on request by local municipalities
Desired performance	An increase is desirable.
Indicator Responsibility	Provincial HOD and DG of DSAC

Indicator Title 2.1.	Number of cultural and sports institutions established
Definition	<p>The Provincial Departments receive funding from DSAC through a Conditional Grant to establish cultural and sports institutions. 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. The indicator measures the total count of institutions established. The Department has the capacity to establish one over the period of five years.</p>
Source of data	Provincial Departments of Sport, Arts and Culture; Practical completion certificate

Method of Calculation/ Assessment	Simple Count
Assumptions	It is assumed that there is adequate financial, logistical, and organizational support from local authorities or organizations to sustain these structures.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Organisations are established in the 3 districts of municipalities based on request by local municipalities
Desired performance	An increase is desirable.
Indicator Responsibility	Programme Manager

Indicator Title 3.1.	Number of Provincial and local language units established
Definition	Measures the total count of provincial and local language units established. This refers to the establishment of local language units in all provincial departments, municipalities and provincial organs of state. The local units will be supported by the provincial language unit based in the Department. Upon establishment language services such as translation, editing and interpreting services for all official languages will be provided.
Source of data	Letters confirming establishment of language units by all Accounting Officers of government departments, municipalities and organs of state
Method of Calculation/ Assessment	Simple count
Assumptions	All government departments, municipalities & state entities will support the initiative and resource it accordingly
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Promoting multilingualism and the use of official languages by all spheres of government.
Indicator Responsibility	Programme Manager

Indicator Title 4.1.	Number of active recreation events organised
Definition	Measures the number of active recreation events organised. Refers to the coordination of inclusive active participation in recreation events. The events include community sport programs such as indigenous games, Golden oldies, Nelson Mandela month, Big Walk, Recreation Day and others.
Source of data	Provincial Departments of Sport, Arts and Culture
Method of Calculation/ Assessment	Simple Count
Assumptions	Programme is implemented in line with conditional grant business plan

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired performance	Increased number of communities participating in recreational events
Indicator Responsibility	Programme Manager

Indicator Title 4.2.	Number of school sport programs supported
Definition	<p>Measures the number of school sport programs supported. The focus is on increasing the number and frequency of learners and schools participating in school sport programmes. The school sport programs comprise of leagues, festivals, gala's, displays, meetings and once off performances.</p> <p>Organised and supported refers to how the Department enables the Leagues/Festivals/Galas/Displays/Meetings/Performance to function. A League, Festival, Gala, Display, Meeting and Performance, is about school teams and learner athletes competing against each other regularly and gaining points in any of the 16 priority sporting codes. The school sport programme seeks to promote regular participation and should be as per the regular participation guidelines.</p> <p>Definitions:</p> <p>League: A group of sports or indigenous games teams or athletes which participate against each other over a period using a point system to determine the winner at the end of the competition. The team or athlete with the most points over the set period is the winner. A winning school in a league section may qualify to participate in the inter-primary or inter-secondary in a district.</p> <p>Festival: A one-day event of multiple sport or indigenous games codes organised to offer young learner athletes' opportunities to compete and be selected and be scouted for further development. A sporting event in which a recreational athlete can also participate in addition to competitive learners.</p> <p>Display/Performance: Sport or indigenous games activities arranged to offer young learner athletes' opportunities to participate in the form of an exhibition, a once-off recreational event that does not have to award winners. To be staged as a singular sport or indigenous games codes and be used to select athletes for the provincial team and scout talented athletes for further development.</p> <p>Swimming Gala: Refers to a competitive swimming event where different swimming clubs or groups of swimmers compete against each other, often featuring individual races and relays, with the primary focus on team points and overall club performance; essentially, a swimming competition with a more formal, celebratory atmosphere than standard.</p> <p>In Athletics: a "meeting" refers to a competitive event where multiple athletes gather to participate in various track and field events, essentially meaning a track meet or athletic competition where different running, jumping, and throwing disciplines are contested.</p> <p>School Sport Programme: A set of related sport activities and initiatives in schools to provide learners with access to participate in an organized sport. It further seeks to</p>

	<p>provide a platform for training and competition for learners, and capacity building for educators and volunteers. School Sport Programme facilitates talent identification and development; and serves as a foundation for transformation in sport by provision of the requisite resources, personnel, and competition opportunities.</p> <p>SCHOOL SPORT STRUCTURES AND FEDERATIONS:</p> <p>The support that the department provides includes the support to the school sport structures and federations; to enable them to do the following functions:</p> <ul style="list-style-type: none"> • Administrative (e.g.; fixture development, communication, planning, organising, and so forth); transportation of teams; provision of equipment and attire; access to facilities; technical (e.g.; referees and coaches). • District and/or provincial school sport code specific structures and federations supported in ensuring the delivery of school sport programmes within the school. • Support includes the formation of structures, guidelines for operations, meetings and elections and logistics for leagues and competitions. • Support includes guidelines for operations, logistics and competitions. Financial and non-financial support could be provided. • Schools prioritised (quintile 1-3, LSEN schools, no fee-paying, rural and farm schools) sport league/Festival/gala/display organized at local level and within a district. • To show the actual number of programmes supported in ensuring the delivery of sport programmes and the sustainability of school sport programme at a local and within a district level through their participation. • This serves as a platform for sustained and regular participation, talent identification and development. This will be implemented through the support of school sport structures and federations.
Source of data	Provincial Departments of Sport, Arts and Culture and Department of Education
Method of Calculation/ Assessment	Simple Count
Assumptions	The assumption is that there will be sufficient resources, infrastructure, and collaboration between schools and authorities to support school sport leagues at the circuit level. It also relies on student participation and the absence of major logistical challenges.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	Local and District
Desired performance	An increase is desirable.
Indicator Responsibility	Programme Manager

Indicator title 5.1	Number of audit emphasis of matters reduced
Definition	An audit conducted by an independent, third-party auditor where the auditor did not

	identify any significant issues or discrepancies in the financial statements or operations of the organization (DCSR) being audited. If there are "no matters of emphasis," it means that any identified issues are considered minor and do not significantly impact the overall accuracy and reliability of the financial statements.
Source of data	Auditor-General Audit Report
Method of Calculation / Assessment	Opinion outcome of the Auditor-General
Assumptions	There is compliance with Accounting Standards. The financial statements provide a true and fair view of the financial position, performance, and cash flows of the entity. The entity has effective internal controls in place to ensure the accuracy and reliability of its financial reporting. All transactions and events that should have been recorded are included in the financial statements. The assets, liabilities, and equity reported in the financial statements actually exist and are owned by the entity. The assets, liabilities, equity, revenues, and expenses are properly valued and allocated to the correct reporting periods. All necessary disclosures have been made in the financial statements, including related party transactions, contingent liabilities, and subsequent events. The entity is assumed to be a going concern, meaning it is expected to continue its operations for the foreseeable future without the need or intention to liquidate or significantly curtail its activities.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired Performance	Target performance is desirable
Indicator Responsibility	CFO

Annexures to the Strategic Plan

Annexure A: NSDF and the District Delivery Model

EHLANZENI DISTRICT MUNICIPALITY

EHLANZENI DISTRICT MUNICIPALITY LIBRARY AND ARCHIVE SERVICES						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
1.	Libraries established per year	1.1 Louiville Public Library Establishment of public library	Ehlanzeni District, Nkomazi LM, Louiville Public Library	-25,685123 31,296505	DCSR	DSAC, DPWRT, DoE and Local Government
2.	Maintained and upgraded existing library facilities to increase durability	2.1 Masoyi Public Library Maintenance of the existing public libraries	Ehlanzeni District, City of Mbombela	DCSR	DSAC, DPWRT, DoE and Local Government	
		2.2 Shatale Public Library Maintenance of the existing public libraries	Ehlanzeni District, Bushbuckridge LM	DCSR	DSAC, DPWRT, DoE and Local Government	
3.	Created access to information for the blind	14 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Ehlanzeni District City of Mbombela LM Bushbuckridge LM Nkomazi LM Thaba Chweu LM	Mbombela, Masoyi, Msogwaba, Emjindini, Kanyamazane, Kamaqhekeza, Mafemane, Acomhoek, MP Stream, Somuhle, Mashishing, Sabie, Mkhuhlu and Matsamo	DCSR	DSAC and Local Government

EHLANZENI DISTRICT MUNICIPALITY					
LIBRARY AND ARCHIVE SERVICES					
MEDIUM TERM (3 YEARS - MTEF)					
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
4.	<p>Collect and preserve Indigenous Knowledge System (IKS) for social, economic and cultural development</p>	Ehlanzeni District	Nkomanzi LM	DCSR	Local Government
	<p>1 Awareness campaigns</p> <p>Projects undertaken to promote all the functions of the repository through Conduct archives awareness campaigns, records management seminars or archives conferences in response to new developments in the profession</p>				
5.	<p>Collect and preserve Indigenous Knowledge System (IKS) for social, economic and cultural development</p>	Ehlanzeni District	City of Mbombela LM Archive Building TUT Campus Mashishing	DCSR	Local Government
	<p>1 Archive week hosted</p> <p>Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession</p>				

EHLANZENI DISTRICT MUNICIPALITY						
CULTURAL AFFAIRS						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
6.	Establish Cultural Hub as one stop shop artists, performers and film makers to develop and showcase their skills and products	Ehlanzeni District, City of Mbombela, White River	-25.3223782 31.037034	DCSR	National Treasury and PPP	
8.	Promote cultural diversity and enhance cultural tourism through support of community-based structures	Ehlanzeni District, City of Mbombela	<ul style="list-style-type: none"> 34 On Saturn Promenade Centre Botanical Garden 	DCSR	Local Government, CCIFSA, MTPA and DEDT, and DSAC	
	<p>Mpumalanga Cultural Xperience</p> <p>Flagship program which seeks to showcase the cultural diversity</p> <ul style="list-style-type: none"> Pillar 1: Media Launch Pillar 2: Carnival Xperience Pillar 5: Soul Session 					
	<p>8.1 Umkhosi weMhlanga eSwatini</p> <p>Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhosi</p>	Ehlanzeni District	Municipalities	DCSR	Local Governments/Community Structures	

10.	Support signature events that promote cultural diversity and enhance cultural tourism	8.2	PLC (Provincial Language Committee) and Umgogodla Wesive Provincial language structure developing and supporting the promotion of language in the Province	Ehlanzeni District, City of Mbombela	City of Mbombela Nkomazi LM	DCSR	Local Government and Departments/Community Structures
10.1		10.1	Innibos Arts Festival Event that promotes Arts and Cultural diversity and tourism	Ehlanzeni District, City of Mbombela	-25.4811 30.9649	DCSR	Local Government and Innibos76
10.2		10.2	Metro Awards The awards showcase the artistic talent of South Africans	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	MTPA, DEDT and MEGA
10.3		10.3	Art of Legend Recognizing and celebrating the impactful contributions of legends in the cultural and creative industries crucial for our society.	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	MTPA, DEDT and MEGA

11.	Implement the community conversations / dialogue programme	<p>1 Community Conservation/dialogue held to foster social interaction</p> <p>Social cohesion dialogue to foster respect, reconcile and tolerate each other so that we can be united as a nation in diversity</p>	Ehlanzeni District	Nkomanzi LM	DCSR	Local Government and Departments/Community Structures
12.	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	<p>3 National and Commemorative Days celebrations</p> <p>Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated</p>	Ehlanzeni District	Municipalities	DCSR	Local Government and Government Departments
13.	Initiatives implemented to raise awareness on the National symbols	<p>4 public awareness activations on the National symbols</p> <p>Project that seeks to foster Constitutional values, raise awareness and promote social cohesion</p>	Ehlanzeni District	Municipalities	DCSR	COGTA
14.	Coordinated marketing platforms for creative industry products to create jobs	<p>12 Arts and Craft cooperatives</p> <p>Cooperatives supported to increase marketing platforms for exposure of arts and craft products</p>	Ehlanzeni District	Municipalities	DCSR	Local Government and Arts AID, VANSA

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15.	Increased scope of implementing Arts and Culture projects through appointment of EPWP coordinators	22 Arts and Culture EPWP jobs opportunities created	Ehlanzeni District	Municipalities	DCSR	DPWRT, Local Government and Arts AID, VANSA
16.	Promoting social cohesion through increased interaction across space and class	<p>Project implemented to increase scope of implementing Arts and Culture projects</p> <p>1 museum provided with maintenance</p> <p>Pilgrim Rest</p> <p>Maintenance of the existing Provincial Museum</p>	Thaba Chweu LM	Pilgrim Rest	DCSR	DPWRT, Local Government and MTPA
17.	Provision of museum services to visitors and patrons	<p>2 facilities providing museum services</p> <p>Access to museum services to learners, tourist and communities in relation to the preserved history and heritage of the province</p>	Ehlanzeni District City of Mbombela Thaba Chweu LM	Pilgrims Rest Barberton	DCSR	Friends of the Museums
18.	Used gold panning as a traditional sport to market museums and built social cohesion nationally and internationally	<p>2 Gold Panning Championships</p> <p>Heritage Sport Activity hosted to market museums and build social cohesion nationally</p>	Ehlanzeni District, Thaba Chweu (Pilgrims Rest) (International, Spain)	-24.54007 30.45052	DCSR	SAGPA
19.	Standardized geographical names and features in the province	<p>2 Geographical Name Changed through LGNC and PGNC</p> <p>Standardization of the geographical land scape through name change programme</p>	Ehlanzeni District	Municipalities	DCSR	Local Government

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			Ehlanzeni District	Municipalities	DCSR	Local Government
20.	Establishment of language directorate (recruitment processes)	3 Language services provided Translate documents received, Editing documents received and Provide inter-printing services	Ehlanzeni District			
21.	Development of reading materials in designated languages of the province through literature project	1 Reading Material in indigenous language Development of reading materials in designated languages of the province through literature project	Ehlanzeni District	City of Mbombela	DCSR	Local Government
22.	Phases for the establishment of Multi-purpose Arena at Mbombela Stadium	Establishment of Multi-purpose Arena at Mbombela Stadium Phase II construction initiated	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	DSAC, MPSC and Local Government

EHLANZENI DISTRICT MUNICIPALITY						
SPORT AND RECREATION SERVICES						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
23. Support of community-based structures to advance sport programmes and enhance tourism in the Province	23.1 Barberton Makhonjwa mountain Support of community-based structures to advance sport programmes	Ehlanzeni District	City of Mbombela	DCSR	DSAC, MPSC and Local Government	
	23.2 Mpumalanga School Sport Organisation School Sport organisation supported to coordinate school sport activities and structures	Ehlanzeni District,	Bushbuckridge	DCSR	DSAC, DOE and Local Government	
	23.3 Kaapsehoop three in one marathon Marathon structure supported to organize marathon for the opening of the Cultural Xperience event	Ehlanzeni District	City of Mbombela	DCSR	DSAC and Local Government,	

	23.4 Mbombela Tennis Support to coordinate the development of tennis as a sport in various schools and organize the International Mbombela Tennis Tournament while addressing the elements of social cohesion and sport tourism.	Ehlanzeni District	City of Mbombela	DCSR	DSAC and Local Government,
24.	Support high profile games to promote sport development 2 High Profile games hosted Support of High-Profile games in the form of Rugby Match (South Africa vs Georgia) and Soccer tournament-professional and Mpumalanga semi-professional (Premier's cup) at Mbombela stadium	Ehlanzeni District	City of Mbombela	DCSR	MPSA, MPSC, SUPERSPORT and Local Government
25.	Promote participation in sport and recreation by facilitating opportunities for people to share space 25.1 17 Sport and Active recreation Events Events organized in sport and active recreation	Ehlanzeni District	Municipalities	DCSR	DSAC, MPSC and Local Government
26.	Supported high performance athletes to achieve success in national sport platform by providing them with scientific support 1 athletes development programs supported by academies Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	DSAC, MPSC and Local Government

27.	Provision of athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	Sport equipment and Attire 100 Schools, 6 hubs and 20 clubs provided with sport equipment	Ehlanzeni District	Municipalities	DCSR	DSAC, MPSC and Local Government	
28.	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	36 School Sports programs supported at a district and local level Provide learners with opportunities to excel in school sport seasons hosted	Ehlanzeni District	Municipalities	DCSR	DSAC, MPSC and Local Government	
29.	Coordinated and support programmes that honor men and women in sport	Mpumalanga Sports Awards Support programmes that honor men and women in sport and enhance sport tourism in the Province	Ehlanzeni District, City of Mbombela	City of Mbombela	DCSR	DSAC, MPSC and Local Government	

GERT SIBANDE DISTRICT MUNICIPALITY

**GERT SIBANDE DISTRICT MUNICIPALITY
LIBRARY AND ARCHIVE SERVICES**

AREAS OF INTERVENTION		MEDIUM TERM (3 YEARS - MTEF)				
PROJECT DESCRIPTION		DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
1.	Libraries established per year	Waburton Public Library Establishment of construction of public library	Gert Sibande District, Msukaligwa LM, Waburton	DCSR	DSAC, DPWRT, DoE and Local Government	
2.	Maintained and upgraded existing library facilities to increase durability	2.1 Stan West Public Library Maintenance of the existing public libraries	Lekwa LM	DCSR	DSAC, DPWRT, DoE and Local Government	
		2.2 Elukwatini Public Library Maintenance of the existing public libraries	Chief Albert Luthuli LM	DCSR	DSAC, DPWRT, DoE and Local Government	
3.	Supply of new library materials to public libraries to empower learners and communities with knowledge	7745 electronic book accessible to 45 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	Gert Sibande District, Chief Albert Luthuli LM	DCSR	DSAC and Local Government	
4.	Created access to information for the blind	13 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Mskaligwa LM Chief Albert Luthuli LM Mkhondo LM Govan Mbeki LM Dr. Pixley Ka Isaka Seme LM Lekwa LM Dipaleseng LM	DCSR	DSAC and Local Government	
			Ermelo, Wesselton, Elukwatini, Bethal, ZN Mkhwanazi, Mkhondo, Lebuhang, Mbalenhle, Volkrust, Sakhile, Balfour, Emthonjeni and Daggarkraal			

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Collect and preserve Indigenous Knowledge System (IKS) for social, economic and cultural development	1 Archive week hosted Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession	Gert Sibande District	Govan Mbekhi LM Leandra	DCSR	Local Government
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GERT SIBANDE DISTRICT MUNICIPALITY

CULTURAL AFFAIRS

AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
5. Promote cultural diversity and enhance cultural tourism through support of community-based structures initiatives	<p>Mpumalanga Cultural Xperience Flagship program which seeks to showcase the cultural diversity</p> <ul style="list-style-type: none"> Pillar 4: Choral Music Xperience: <p>Pillar 7: Traditional Xperience:</p>	Gert Sibande District	Chief Albert Luthuli	DCSR	Local Government, CCIFSA, MTPA and DEDT, and DSAC
6. Promote cultural diversity and enhance cultural tourism through support of community-based structures initiatives	<p>4 Cultural structures supported</p> <p>Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture</p>	Gert Sibande District	Municipalities	DCSR	CCIFSA, Local Government, DSAC and National Lottery
	<p>6.1</p> <p>Umkhosi woMhlanga Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhos!</p>	Gert Sibande District	Municipalities	DCSR	Local Governments/Community Structures

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7.	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	2 National and Commemorative Days celebrations Signify the rich history of the country by elevating certain days into public holidays so that they can be celebrated or commemorated	Gert Sibande District	Municipalities	DCSR	Local Government and Departments	
8.	Coordinated marketing platforms for creative industry products to create jobs	21 Arts and Craft cooperatives Cooperatives supported to increase marketing platforms for exposure of arts and craft products	Gert Sibande District	Municipalities	DCSR	Local Government and Arts AID, VANSA	
9.	Increased scope of implementing Arts and Culture projects through appointment of EPWP coordinators	12 Arts and Culture EPWP jobs opportunities created Project implemented to increase scope of implementing Arts and Culture projects	Gert Sibande District	Municipalities	DCSR	DPWRT, Local Government and Arts AID, VANSA	
10.	Standardized geographical names and features in the province	2 Geographic Name Change through LGNC and PGNC Standardization of the geographical land scape through name change programme	Gert Sibande District	Municipalities	DCSR	Local Government	
11.	Implement the community conversations / dialogue programme	1 Community Conservation/dialogue held to foster social interaction Social cohesion dialogue to foster respect, reconcile and tolerate each other so that we can be united as a nation in diversity	Gert Sibande District	Mkhondo LM	DCSR	Local Government and Departments/Community Structures	

12.	Initiatives implemented to raise awareness on the National symbol	<p>7 public awareness activations on the National Symbol</p> <p>Project that seeks to foster Constitutional values, raise awareness and promote social cohesion</p>	Gert Sibande District	Municipalities	DCSR	Local Government and COGTA
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GERT SIBANDE DISTRICT MUNICIPALITY						
SPORT AND RECREATION						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
13.	<p>Support of community-based structures to advance sport programmes and enhance tourism in the Province</p>	Gert Sibande District	Chief Albert Luthuli	DCSR	DSAC, MPSC and Local Government	
13.1	<p>Mpumalanga Cycling Union</p> <p>Cycling Tour organised to promote sport tourism and emerging Mpumalanga cyclist</p>	Gert Sibande District	Mkhondo	DCSR	DSAC, MPSC and Local Government	
13.2	<p>Imizamo yabagibeli Horse racing</p> <p>Support to deliver the traditional horse racing, showcase talent, promote local economic growth through sport tourism.</p>	Gert Sibande District	Mkhondo	DCSR	DSAC, MPSC and Local Government	
14.	<p>Promote participation in sport and recreation by facilitating opportunities for people to share space</p>	Gert Sibande District	Municipalities	DCSR	DSAC, MPSC and Local Government	
14.1	<p>17 Sport and Active Recreation Events</p> <p>Events organized in sport and active recreation</p>	Gert Sibande District	Municipalities	DCSR	DSAC, MPSC and Local Government	

**GERT SIBANDE DISTRICT MUNICIPALITY
SPORT AND RECREATION**

AREAS OF INTERVENTION		MEDIUM TERM (3 YEARS - MTEF)				
	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
	14.2 7 local leagues supported Local leagues which are organised by federations or associations in communities where club development program is established	Gert Sibande District	Municipalities	DCSR	DSAC, MPSC and Local Government	
	14.3 1 athletes development programs supported by academies Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support	Gert Sibande District	Municipalities	DCSR	DSAC, MPSC and Local Government	
15.	Provision of athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	Gert Sibande District	Municipalities	DCSR	Sport Federation, Local Municipalities and Clubs	
16.	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	Gert Sibande District	Municipalities	DCSR	Department of Education	

NKANGALA DISTRICT MUNICIPALITY

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NKANGALA DISTRICT MUNICIPALITY						
LIBRARY AND ARCHIVES SERVICES						
MEDIUM TERM (3 YEARS - MTEF)						
AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
1. Libraries established per year	Mmametlake Public Library Establishment of public library	Nkangala District	Dr JS Moroka LM, Mmametlake	DCSR	DSAC, DPWRT and Local Government	
2. Maintained and upgraded existing library facilities to increase durability	2.1 Thubelihle Public Library Maintenance of the existing public libraries	Nkangala District, Emalahleni LM	Emalahleni LM	DCSR	DSAC, DPWRT and Local Government	
	2.2 Phumula Public Library Maintenance of the existing public libraries	Nkangala District, Thembisile Hani LM	Thembisile Hani LM	DCSR	DSAC, DPWRT and Local Government	
3. Supply of new library materials to public libraries to empower learners and communities with knowledge	7745 electronic book accessible to 42 public libraries Library Reading material provided to empower learners and communities with knowledge through supply of new library materials to public libraries	Nkangala District	Municipalities	DCSR	DSAC and Local Government	
4. Created access to information for the blind	12 libraries offering services to the blind Mini library project implemented to increase access to library for people living with disabilities	Nkangala District	Emalahleni LM, Steve Tshwete LM, Thembisile Hani LM, Dr JS Moroka LM, Victor Khanye LM	Emalahleni, Klarinet, Siyabuswa, Mapothla, Thembisile Hani, Mhluzi, Gerald Sekoto, Botfeng Thubelihle, Phumula, Verena and Lynnville	DSAC and Local Government	

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5.	Collect and preserve Indigenous Knowledge System (IKS) for social, economic and cultural development	<p>1 Archive week hosted Projects undertaken to promote all the functions of the repository through oral history, records management seminars or archives conferences in response to new developments in the profession</p>	Nkangala District	Doctor JS Moroka LM Digwale	DCSR	Local Government
6.	Promote cultural diversity and enhance cultural tourism through support of community-based structures initiatives	<p>6.1 3 Cultural structures supported Structure supported to promote moral values, restoration of humanity and fights GBV through Religion and Culture</p> <p>6.2 Erholweni/ and Komjejeje/ supported Cultural projects to develop, promote and preserve living culture programmes in partnership with amaKhosi</p>	Nkangala District	Municipalities	DCSR	CCIFSA ,Local Government, DSAC and National Lottery
			Nkangala District	Thembisile Hani LM Dr JS Moroka LM	DCSR	COGTA

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NKANGALA DISTRICT MUNICIPALITY

CULTURAL AFFAIRS

AREAS OF INTERVENTION		MEDIUM TERM (3 YEARS - MTEF)				
	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS	
7.	Promote the celebration of national days on an intercultural basis, fully inclusive of all South Africans	Nkangala District	Municipalities	DCSR	Local Government and Departments	
8.	Implement the community conversations / dialogue programme	Nkangala District	Victor Khanye LM	DCSR	Local Government and Departments/Community Structures	
9.	Initiatives implemented to raise awareness on the National symbols	Nkangala District	Municipalities	DCSR	COGTA and Local Government	
10.	Coordinated marketing platforms for creative industry products to create jobs	Nkangala District	Municipalities	DCSR	Local Government and Arts AID, VANSA	
11.	Promoting social cohesion through increased interaction across space and class	Nkangala District Thembile Han Lm	-25,3583 28,7290	DCSR		

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12.	Increased scope of implementing Arts and Culture projects through appointment of EPWP coordinators	12 Arts and Culture EPWP jobs opportunities created Project implemented to increase scope of implementing Arts and Culture projects	Nkangala District	Municipalities	DCSR	DPWRT, Local Government and Arts AID, VANSA		
13.	Promote cultural diversity and enhance cultural tourism through support of community-based structures initiatives	Mpumalanga Cultural Xperience Flagship program which seeks to showcase the cultural diversity <ul style="list-style-type: none"> • Pillar 3: Kasi Xperience, • Pillar 6: Marathon Xperience, Gamorwe Stadium 	Nkangala District	Emalaheni, Dr JS Moroka	DCSR	Local Government, CCIFSA, MTPA and DEDT, and DSAC		
14.	Standardized geographical names and features in the province	2 Geographic Name Change through LGNC and PGNC Standardization of the geographical land scape through name change programme	Nkangala District	Municipalities	DCSR	Local Government		
15.	Promote cultural diversity and enhance cultural tourism through support of community-based structures	Isiyalo writers' association Provincial language structure developing and supporting the promotion of language in the Province	Nkangala District	Kwamhinga	DCSR	Local Governments/Community Structures		
16.	Development of reading materials in designated languages of the province through literature project	1 Reading Material in indigenous language Development of reading materials in designated languages of the province through literature project	Nkangala District	Nkangala District	DCSR	Local Government		

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NKANGALA DISTRICT MUNICIPALITY
SPORT AND RECREATION

AREAS OF INTERVENTION **MEDIUM TERM (3 YEARS - MTEF)**

AREAS OF INTERVENTION	PROJECT DESCRIPTION	DISTRICT MUNICIPALITY	LOCATION: GPS COORDINATES	PROJECT LEADER	SOCIAL PARTNERS
17. Establishment of High-Altitude Training Center with multiple facilities as a pioneering Centre for sporting excellence	High Altitude Training Center bulk services implemented for the High-Altitude Training Centre	25 6661680 30 Nkangala District, Emakhazeni LM, Emakhazeni 0298680	DCSR	DPWRT, Emakhazeni Local Municipality	DPWRT, Emakhazeni Local Municipality
	18. Support of community based structures to advance sport programmes and enhance tourism in the Province	<p>18.1 Loskop Marathon Marathon structure supported to organize marathon to develop, promote and support Sport within the Province</p> <p>18.2 International Boxing Tournament Support to develop boxing, foster social cohesion, showcase talent and promote economic growth through sport tourism</p>	Nkangala District	25°25'05.2"S 29°21'31.0"E	DCSR
19. Promote participation in sport and recreation by facilitating opportunities for people to share space	14 Sport and active Recreation Events Events organized in sport and active recreation	Nkangala District	Municipalities	DCSR	DSAC, MPSC and Local Government
	7 local leagues supported Local leagues which are organised by federations or associations in communities where club development program is established.	Nkangala District	Municipalities	DCSR	DSAC, MPSC and Local Government

20.	Supported high performance athletes to achieve success in national sport platform by providing them with scientific support	<p>1 athletes development programs supported by academies</p> <p>Athletes that are supported through a sports academy programme. Support includes the holistic support documented in the Academy Framework Support can vary from scientific support</p>	Nkangala District	Municipalities	DCSR	DSAC, MPSC and Local Government
21.	Developed and nurture talent of learners in sport by providing them with opportunities to excel school sport seasons hosted	<p>17 School Sports programs supported at a district and local level</p> <p>Provide learners with opportunities to excel in school sport seasons hosted</p>	Nkangala District	Municipalities	DCSR	DSAC, MPSC and Local Government
22.	Provision of athletes in schools, municipal hubs and clubs with sport equipment and/ or attire to excel in sport	<p>Sport equipment and Attire</p> <p>50 Schools, 9 hubs and 20 clubs provided with sport equipment</p>	Nkangala District	Municipalities	DCSR	DSAC, MPSC and Local Government