



Western Cape
Government



Cultural Affairs and Sport

Strategic Plan 2025/26 – 2029/30

Department of Cultural Affairs and Sport

Strategic Plan 2025/26 – 2029/30

Western Cape

June 2025

CONTENTS

OFFICIAL SIGN-OFF	9
ACRONYMS	10
PART A: OUR MANDATE	12
1. Updates to the relevant legislative and policy mandates	12
1.1 Constitutional mandates	12
1.2 Legislative and policy mandates	15
1.3 Policy mandates	20
2. Updates to Institutional Policies and Strategies	51
2.1 Institutional Approaches	51
2.2 Service Delivery Improvement Plan	58
2.3 Planned Policy initiatives	58
3. Updates to Relevant Court Rulings	59
PART B: OUR STRATEGIC FOCUS	61
1. Vision	61
2. Mission	61
3. Values	61
4. Updated Situational Analysis	61
4.1 External Environment Analysis	61
4.2 Internal Environment Analysis	69
PART C: MEASURING OUR PERFORMANCE	83
5. Institutional Performance Information	83
5.1 Measuring the Impact	83
5.2 Measuring Outcomes	83
5.3 Explanation of Planned Performance over the Five-Year Planning Period	84
6. Key Risks	86
7. Public Entities	88
ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS	89
ANNEXURE B: DISTRICT DEVELOPMENT MODEL	95
ANNEXURE C: ICT PLAN	96

EXECUTIVE AUTHORITY STATEMENT

As we present the Department's 2025-2030 Strategic Plan, we affirm our commitment to creating inclusive spaces that nurture personal growth, community cohesion, and economic opportunity. This strategy sets out our vision: a socially inclusive, creative, active, and connected Western Cape.

This strategy aligns with the Provincial Strategic Plan, particularly in the portfolios of (1) *Growth for Jobs*, (2) *Educated, Healthy and Caring Society*, (3) *Safety*, and (4) *Innovation, Culture and Governance*, to create a holistic approach to enabling opportunities for all our residents.

Our priorities are impactful and essential: we are reimagining the role of public libraries, prioritising sport and recreation programmes for learners, amplifying our cultural and heritage offerings, and promoting a vibrant environment where young people can thrive. Fiscal sustainability is central to ensuring that targeted service delivery is not only achievable in the short term but can be maintained over the medium to long term. To this end, and in partnership with Public Libraries in Municipalities we will explore synergies between Libraries, Museums, Archives and Language Services in order to provide these services under one roof (where possible) with an existing Museum or existing Public Library acting as a HUB. These Arts, Language, Museums, Archives and Library hubs (ALMAL) are integrated spaces where communities can access a variety of services to learn, create, and connect. Through such new service delivery models, we aim to make these spaces accessible, digitally integrated, and responsive to the needs of the 21st century.

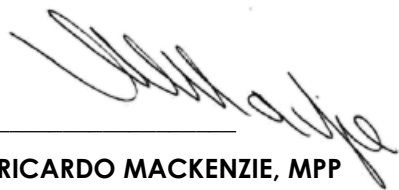
Heritage preservation and celebration remains vital to our identity. By integrating cultural conservation with economic development, we balance growth with heritage. In recognition of the significance of San and Khoi heritage in the Western Cape, we will continue to promote indigenous languages and culture, honouring our roots while fostering inclusive progress.

Our work with children and youth is at the heart of our mission. Through structured after-school activities, we provide safe spaces that offer young people a foundation for academic and personal growth. The MOD Programme, along with initiatives like YearBeyond, Club Development, and Public Libraries, strengthens educational pathways, empowers peer networks, and gives children and young people opportunities to discover their talents in sports, arts, and culture.

We also see events and tourism as vital to our economic landscape. Our goal is to maintain the position of the Western Cape as the cultural and sporting hub of Africa, attracting investment and creating jobs through diverse events and festivals.

As we enter this new planning cycle, DCAS will continue to drive impact across every municipality, delivering sport and cultural opportunities that enrich lives and empower communities. Guided by a commitment to excellence and inclusivity, we look forward to partnering with stakeholders across government and society to unlock the full potential of the Western Cape. Together, we will build a province where heritage, sport, and culture are not only celebrated but serve as cornerstones of a vibrant and sustainable future.

Our commitment to transformation, inclusion, and the power of culture and sport as a unifying force will guide us forward. Together with our partners, we are laying the groundwork for a more equitable, vibrant, and engaged Western Cape.



RICARDO MACKENZIE, MPP

EXECUTIVE AUTHORITY OF CULTURAL AFFAIRS AND SPORT

JUNE 2025

This department's Strategic Plan 2025 - 2030 is herewith republished and electronically re-tabled subsequent to the initial version published in March 2025. This follows from the re-tabling of the national budget by the National Minister of Finance on 21 May 2025 and ahead of the re-tabling of the Provincial budget on 3 June 2025. Given that the 2025 budget tabled in March 2025 remains unchanged, the only amendment made to this department's Strategic Plan 2025 - 2030 involved updating the ISBN and PR numbers. This is in line with the requirements of the Public Finance Management Act (PFMA) and the Department of Planning, Monitoring and Evaluation (DPME) Revised Framework for Strategic Plans and Annual Performance Plans (2019).

ACCOUNTING OFFICER STATEMENT

The Department aligns delivery of its statutory services (Constitutional Mandates) with the priorities outlined in the National Development Plan (NDP), the Medium-Term Development Framework (MTDF), and Provincial Strategic Plan (PSP). The Provincial Strategic Plan sets out the strategic goals and priorities of the Western Cape Government for the next five years (2025-2030). One of the key and transformative features of PSP 2025-2030 is transversality, in that it promotes integration and collaboration across provincial departments and a whole of society approach to address complex challenges through transversal responses organised into four integrations areas:

1. **Households and Human Development** – Households thrive in environments that promote safety, health, lifelong development and self-sufficiency,
2. **Cohesive Communities** – Communities are safe, caring and resilient,
3. **Youth Agency and Preparedness** – young people have the agency required for participation in society, economic opportunities, and lifelong learning, and
4. **Economic and Growth Opportunities** – A growing provincial economy increases opportunities for people and businesses.

There is a growing sense of societal fragmentation globally and looking ahead to the next decade, *Inequality* and *Societal Polarisation* continue to feature among the top 10 risks. This is an important pair of risks to watch, given how related they can be to bouts of social instability, and in turn to domestic political volatility.

Over the past five years, the *Deterioration of Social Cohesion* has been flagged as a key global risk by the World Economic Forum and in the *World Economic Forum Global Risk Report 2025* report, *Societal Polarisation* has again been raised as a key risk and is ranked 4th (ranked on severity) over the short term (two years) and the 8th over the long term (10 years).

In order to play our part in mitigating these risks, repositioning the role of Arts, Culture, Sport, and Recreation as a foundational service, will be a key focus area for this period, emphasising that these services are a distinct part of the social system, possessing their own distinct systemic contributions at a whole of society level, and are an essential attribute of livability and a source of individual and community connectivity, contributing to our vision of a socially inclusive, creative, active and connected Western Cape.

Social cohesion, together with social inclusion, is the glue which binds a society together and informs our approach in the forthcoming period. The Department's new outcomes – the (3 P's) - contextualize all the objectives described above and align all Departmental Programmes to maximise the impact of our work. The new outcomes are based on the needs of our sector, not the Programme structure of our Vote. This will prevent duplication and increase the impact of our efforts and investments. The outcomes are as follows:



PARTICIPATION

Increased participation and active engagement in reading, recreation, sport, culture, arts, and heritage contribute to improved personal wellbeing and overall community vitality.

PLATFORMS

Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities.



PATHWAYS

Communities are safe, resilient, healthy, and cohesive, with increased access to pathways and opportunities in arts and sport.

Sport, arts, and culture, as upstream or preventative interventions, emphasise proactive approaches to a healthy, educated, and resilient society. By integrating activities like physical exercise, artistic expression, and cultural practices, individuals can foster resilience and prevent issues before they arise. These methods promote holistic health and positive lifestyles, aligning with the concept of acting upstream rather than only responding downstream once problems have already manifested.

This life-course type approach is important to enhance the wellbeing and development of individuals at every stage of life by promoting engagement in cultural, sport, and recreational activities. Participation in sport, arts, and culture as key social foundational activities have a positive impact on physical, mental, and social health by:

1. Providing opportunities for physical activity and exercise, which can reduce the risk of chronic diseases and NCDs.
2. Enhancing social connections and reducing social isolation, which are important for mental health.
3. Promoting self-expression, creativity, and emotional wellbeing.
4. Fostering a sense of belonging and community identity.

However, for these interventions to be effective, they must be accessible and inclusive, addressing barriers such as cost, transportation, and cultural relevance. In summary, while participation in sports, arts, and culture can be considered an upstream intervention with the potential to improve community health, it needs to be implemented as part of a comprehensive strategy within a system that also addresses other social determinants of health, such as education, employment, and housing.

In line with this, the Department will build on its Managed Network Model and improve on its values-based management capabilities in order to improve effectiveness and efficiency in collaboration with other stakeholders. The purpose of the managed network is to allow DCAS to achieve its strategic goals and objectives, not through undertaking all the necessary functions in-house, but rather through developing a set of structured relationships with a range of strategic partners in the public, private and NGO sectors. One of the key focus areas within the context of the Managed Network Model over the next five years, will be the finalisation of the Public Library Services Bill for the Western Cape Province which is essential for establishing a formal framework that supports, enhances, and protects public library services in the region, delivered in collaboration with municipalities.

When it comes to preventing problems or acting upstream in complex systems, finding the right points of leverage is crucial. We have identified the following leverage points to advance our key strategic focus areas outlined above:

1. **Re-imagining Libraries** - This is a new service delivery model intended to transform libraries in the 21st century, from conventional libraries to integrated spaces that incorporate digital services (eBooks etc.), physical community hubs, socially inclusive spaces, cultural preservation, innovation and creativity (makers spaces, innovation labs and creative studios). We want our libraries to become Community Arts Centres and the hubs of creative expression, from performing poetry and community theatre to being the platforms for the cultivation of new thought leaders and writers.
2. **Heritage Western Cape** - Promote Heritage Western Cape to preserve cultural heritage while enabling development and job creation. Integrating heritage conservation into development plans ensures that growth and modernisation do not come at the expense of cultural and historical assets.
3. **Revitalization of School Sport** - Contribute to holistic development of learners, from health and fitness, academic performance, social skills, inclusion, mental health, to talent development.
4. **Sporting and cultural events hubs of Africa** - Stimulate economic growth and job creation by securing investments to enhance recreational, sporting, cultural, film, arts, and heritage events in the Western Cape.
5. **Culture and Heritage Sustained Through Language and Cultural Protection:** Language and culture, plays a crucial role in safeguarding our heritage. Protecting and elevating the status of indigenous languages and our culture, especially those of the San and Khoi peoples, whose use and recognition have been historically diminished, ensures the survival and flourishing of our cultural heritage. In the Western Cape, advancing the use of indigenous languages and our culture is key to preserving the rich tapestry of our collective history and identity while exposing and leveraging areas of common values to build unity of purpose.

For the 2025-2030 Strategic Plan period, the Department will therefore continue to strive towards creating the conditions for individuals and communities to have access and opportunities for participation in society, underpinned by good governance which supports enhanced service delivery and implementation of programmes.

With the proven dedication of the DCAS team, the unstinting support of the DCAS ecosystem of partners and the direction provided by the Minister, we will innovatively deliver services in a fiscally constrained environment for the benefit of the people of the Western Cape.

A handwritten signature in black ink, appearing to read 'GUY REDMAN', is positioned above the printed name.

GUY REDMAN

ACCOUNTING OFFICER OF DEPARTMENT OF CULTURAL AFFAIRS AND SPORT

JUNE 2025

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by the management of the Department of Cultural Affairs and Sport under the guidance of Minister Ricardo Mackenzie,
- takes into account all the relevant policies, legislation and other mandates for which the Department of Cultural Affairs and Sport is responsible, and
- accurately reflects the Impact, Outcomes and Outputs which the Department of Cultural Affairs and Sport will endeavour to achieve over the period 2025-2030.

Ms Brenda Rutgers
Programme Manager 1



Signature

Dr Carol Van Wyk
Programme Manager 2 & 3



Signature

Dr Lyndon Bouch
Programme Manager 4



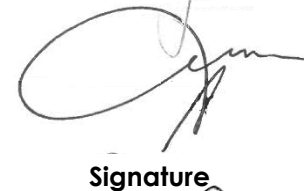
Signature

Ms Brenda Rutgers
Chief Financial Officer



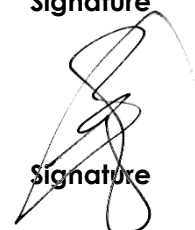
Signature

Mr Shaun Julie
Director: Strategic and Operational Management Support



Signature

Mr Guy Redman
Accounting Officer



Signature

Approved by:
Mr Ricardo Mackenzie
Executive Authority



Signature

ACRONYMS

4IR	Fourth Industrial Revolution
ALMAL	Arts, Language, Museums, Archives and Libraries hubs
ASGC	After School Game Changer
ASP	After School Programme
AtoM	Access to Memory
BCP	Business Continuity Plan
CASMIS	Cultural Affairs and Sport Management Information System
CCI	Cultural and Creative Industries
Ce-I	Centre for e-Innovation
CFO	Chief Financial Officer
COHC	Cradle of Human Culture
DDM	District Development Model
DFFE	Department of Forestry, Fisheries and the Environment
DORA	Division of Revenue Act (annual)
DPSA	Department of Public Service and Administration
DSAC	Department of Sport, Arts and Culture (national department)
DSD	Department of Social Development
EE	Employment Equity
EPWP	Expanded Public Works Programme
ECM	Enterprise Content Management
EHACS	Education, Health and Caring Society
ERM	Enterprise Risk Management
FCPD	Fixed Capital and Property Development
GBVF	Gender-Based Violence and Femicide
GRAP	Generally Recognised Accounting Practice
GWM&E System	Government-Wide Monitoring and Evaluation System
HR	Human Resources
HVAC	Heating, Ventilation, Air-conditioning and Controlling
HWC	Heritage Western Cape
ICA	International Council on Archives
ICT	Information and Communication technology
IGR	Inter-Governmental Relations
IOT	Internet of Things
M&E	Monitoring and Evaluation
MEC	Member of the [Provincial] Executive Council (provincial Minister)
MOD	Mass participation; Opportunity and access; Development and growth
MPP	Member of Provincial Parliament
MTEF	Medium-Term Expenditure Framework

MTDP	Medium-Term Development Plan
NAC	National Arts Council
NCD	Non-Communicable Diseases
NDP	National Development Plan: Vision 2030
NEET	Not in Education, Employment or Training
NGO	Non-Governmental Organisation
NHC	National Heritage Council
NHRA	National Heritage Resources Act, 1999
NPI	Non-Profit Institution
NSRP	National Sport and Recreation Plan
PanSALB	Pan South African Language Board
PDIA	Problem-Driven Iterative Adaptation
PLC	Provincial Language Committee of PanSALB
PFMA	Public Finance Management Act, 1999
PN	Provincial Notice
POCS	Police Oversight and Community Safety
PSIP	Provincial Strategic Implementation Plan
PSP	Provincial Strategic Plan
PWD	Persons with Disabilities
RLCP	Rural Library Connectivity Project
RLHR	Resistance and Liberation Heritage Route
RSA	Republic of South Africa
SAHRA	South African Heritage Resources Agency
SASCOC	South African Sports Confederation and Olympic Committee
SCM	Supply Chain Management
SCMPP	Siyadlala Community Mass Participation Programme
SDIP	Service Delivery Improvement Plan
SLIMS	SITA Library and Information Management System
SITA	State Information Technology Agency
SRSA	Sport and Recreation South Africa (SRSA) (now Department of Sport, Arts and Culture)
SSMPP	School Sport Mass Participation Programme
UAMP	User Asset Management Plan
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WC	Western Cape
WCCC	Western Cape Cultural Commission
WCED	Western Cape Education Department
WCG	Western Cape Government
WCPGNC	Western Cape Provincial Geographical Names Committee
WCLC	Western Cape Language Committee
WOSA	Whole of Society Approach

PART A: OUR MANDATE

1. Updates to the relevant legislative and policy mandates

The Department of Cultural Affairs and Sport (DCAS) regards as binding the legislative mandate on which its overall functioning is based, notably: efficient, equitable and accessible service delivery, based on the national government's White Paper on Transforming Public Service Delivery, the *Batho Pele Initiative*. DCAS operates within the legislative and policy mandates described in the tables below.

1.1 Constitutional mandates

Section	Description
Constitution of the Republic of South Africa, 1996	
Section 6(3), (4) and (5): Language	The Western Cape Government (WCG) must, by legislative and other measures, regulate and monitor its use of official languages. All official languages must enjoy parity of esteem and must be treated equitably. The Western Cape Language Committee (WCLC) and DCAS collaborate with the Pan South African Language Board (PanSALB) to promote the three official languages of the province and create conditions for the development and use of the Khoi, Nama and San languages and South African Sign Language. The WCLC, in collaboration with DCAS, has a responsibility for monitoring and evaluating the implementation of the Western Cape Language Policy, adopted in 2001, and must report to the Western Cape Provincial Parliament on this mandate at least once a year. DCAS has oversight of the WCLC and provides the Committee with administrative and financial support.
Section 28(1) and (2)	DCAS facilitates opportunities, resources and infrastructure necessary for children to participate in physical activities, sport, libraries, museums, recreation and play in safe and nurturing environments. This is achieved through various programmes, relevant to Sport, Recreation, Arts and Culture, which provide children with opportunities to be physically active within a safe and nurturing environment.
Section 30: Language and culture	DCAS facilitates opportunities for the people of the Western Cape to exercise their language and cultural rights through the programmes and projects that it presents and supports.
Section 31: Cultural, religious and linguistic communities	DCAS must ensure that its programmes and projects respect the cultural and linguistic diversity of the population of the Western Cape.
Section 41: Principles of cooperative government and intergovernmental relations	DCAS cooperates with all spheres of government. In terms of its specific mandates, DCAS works in close cooperation with the national Department of Sport, Arts and Culture (DSAC) the national department responsible for sport and recreation); national and provincial public entities; and municipalities in the Western Cape.
Section 126: Assignments of functions	A member of the Executive Council of a province may assign any power or function that is to be exercised or performed in terms of an Act of Parliament or a provincial Act, to a Municipal Council.

Section	Description
Section 156(4): Assignment of powers	<p>DCAS must assign or delegate to a municipality, by agreement and subject to any relevant conditions, the administration of a matter listed in Part A of Schedule 4 or Part A of Schedule 5 which necessarily relates to local government, if—</p> <ul style="list-style-type: none"> • that matter would most effectively be administered locally; and • the municipality has the capacity to administer it.
Schedule 4: Functional Areas of Concurrent National and Provincial Legislative Competence	<p>Cultural matters:</p> <ul style="list-style-type: none"> • DCAS works closely with DSAC and associated organs of state regarding concurrent arts, culture and heritage matters. <p>Language policy and the regulation of official languages to the extent that the provisions of Section 6 of the Constitution expressly confer upon the Western Cape Provincial Parliament legislative competence:</p> <ul style="list-style-type: none"> • DCAS works closely with DSAC and associated organs of state regarding language policy matters.
Schedule 5: Functional Areas of Exclusive Provincial Legislative Competence	<p>Archives other than national archives:</p> <ul style="list-style-type: none"> • DCAS is mandated to draft provincial legislation regarding archives other than national archives and to manage its implementation. The Department is responsible for the Western Cape Archives and Records Service. <p>Libraries other than national libraries:</p> <ul style="list-style-type: none"> • DCAS is mandated to draft provincial legislation regarding libraries other than national libraries and to manage its implementation. The Department is responsible for rendering the Western Cape Library Service and for working closely with public library authorities to render a public library and information service. <p>Museums other than national museums:</p> <ul style="list-style-type: none"> • DCAS is mandated to draft exclusive provincial legislation regarding museums other than national museums and to manage its implementation. The Department is responsible for rendering the provincial Museum Service, for working closely with affiliated museums and for supporting these museums. <p>Provincial cultural matters (including heritage resource management and geographical names):</p> <ul style="list-style-type: none"> • DCAS provides Heritage Western Cape (HWC) – the provincial heritage resources authority appointed in terms of the National Heritage Resources Act, 1999 (NHRA) – with personnel and other shared financial and administrative support to execute and administer its legal mandate. The MEC [Member of the (Provincial) Executive Council] appoints the Council of HWC and is the appointed heritage appeals authority for the Western Cape. • DCAS provides professional and other support to the Western Cape Provincial Geographical Names Committee (WCPGNC) in order to facilitate public consultation regarding the standardization of, and changes to, geographical names. Once consultation is complete, the provincial Committee makes recommendations to the South African Geographical Names Council. <p>Sport:</p> <ul style="list-style-type: none"> • DCAS is mandated to help to create an enabling environment for provincial sport and recreational activities.
Section 195: Basic values and principles governing public administration	<p>DCAS officials must adhere to the provisions of section 195, which provides a description of the democratic values and principles governing public administration. Section 195(1)(b) requires the promotion of the efficient, economic and effective use of resources. This implies that programmes undertaken in the public sector should yield maximum benefits at the lowest possible cost.</p>

Section	Description
Sections 92 and 133	<p>Section 92 provides that members of the Cabinet are accountable collectively and individually to Parliament for the exercise of their powers and the performance of their functions, and that they must provide Parliament with full and regular reports on matters under their control.</p> <p>Section 133 provides that MECs of a province are accountable collectively and individually to the provincial legislature for the exercise of their powers and the performance of their functions, and that they must provide the legislature with full and regular reports on matters under their control.</p>

Constitution of the Western Cape, Act 1 of 1998

Section 5	<p>For the purposes of the Western Cape Government:</p> <ul style="list-style-type: none"> the official languages of the province, namely, Afrikaans, English and isiXhosa are to be used; and these languages enjoy equal status. <p>The WCG must, through legislative and other measures, regulate and monitor its use of Afrikaans, English and isiXhosa.</p> <p>The WCG must also implement practical and positive measures to elevate the status and advance the use of those indigenous languages of the people of the Western Cape whose status and use have historically been diminished.</p>
Section 70	<p>Provincial legislation must provide for the establishment and reasonable funding, within the Western Cape Government's available resources, of a cultural council or councils for a community or communities in the province which share a common cultural and language heritage.</p> <p>Registration of and support to cultural councils:</p> <ul style="list-style-type: none"> The Western Cape Cultural Commission (WCCC) is tasked with the registration of, and support to, registered cultural councils. DCAS has oversight of the WCCC and provides the Commission with administrative and financial support.
Section 81	<p>The Western Cape Government must adopt and actively implement policies to promote and maintain the welfare of the people of the province, including policies aimed at achieving:</p> <ul style="list-style-type: none"> the promotion of respect for the rights of cultural, religious and linguistic communities in the Western Cape; the protection and conservation of the natural historical, cultural historical, archaeological and architectural heritage of the Western Cape for the benefit of present and future generations; the creation of job opportunities an environment in which all children are given opportunities and facilities to develop in a healthy manner and in conditions of freedom and dignity. the promotional development and enhancement of the youth <p>DCAS implements specific policies to support these provisions.</p>
Section 82	<p>The directive principles of provincial policy in Chapter 10 (section 81) guide the Western Cape Government when it makes and applies laws.</p>
Section 217	<p>DCAS ensure procurement is in accordance with the five pillars of procurement enshrined in the Constitution, 1996.</p>

1.2 Legislative and policy mandates

National Legislation	Reference	Description
Constitution Eighteenth Amendment Act, 2023	Act 3 of 2023	The Act amends Section 6 of the Constitution of the Republic of South Africa, 1996, by the addition of South African Sign Language as one of the official languages of South Africa.
Public Administration Management Act, 2014	Act 11 of 2014	To promote the basic values and principles governing the public administration referred to in Section 195(1) of the Constitution; to provide for the transfer and secondment of employees in the public administration; to regulate conducting business with the State; to provide for capacity development and training; to provide for the establishment of the National School of Government; to provide for the use of information and communication technologies in the public administration; to establish the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit; to provide for the Minister to set minimum norms and standards for public administration; to establish the Office of Standards and Compliance to ensure compliance with minimum norms and standards; to empower the Minister to make regulations; and to provide for related matters.
Public Finance Management Act, 1999	Act 1 of 1999	The Public Finance Management Act (PFMA): <ul style="list-style-type: none"> regulates financial management in national and provincial governments, listed public entities, constitutional institutions and provincial legislatures; ensures that all revenue, expenditure, assets and liabilities of these institutions are managed efficiently and effectively; and defines the responsibilities of persons entrusted with financial management in these bodies. Section 38 defines the general responsibilities of Accounting Officers. Section 40 defines the reporting responsibilities of Accounting Officers. Section 45 defines the general responsibilities of other officials.
National Treasury Regulations, 2005 16A	Public Finance Management Act, 1999	This framework applies to all – <ul style="list-style-type: none"> (a) departments; (b) constitutional institutions; and (c) public entities listed in Schedules 3A and 3C to the Act, in respect of a supply chain management system.
Provincial Treasury Instructions, 2019 Chapter 16A Supply Chain Management: Goods and Services	National Treasury Regulations, 2005 16A	These Provincial Treasury Instructions apply to provincial departments and provincial public entities listed in Schedule 3C of the Act.
Accounting Officer System for Supply Chain	Public Finance Management Act, 1999	To ensure the accounting officer for a department, trading entity or constitutional institution, must ensure that the department, trading entity or constitutional institution has and maintains an appropriate

National Legislation	Reference	Description
Management and Asset Management with Delegations	Section 38 (1) (a) (iii) Provincial Treasury Instructions, 2019 Chapter 16A Supply Chain Management: Goods and Services	procurement and provisioning system which is fair, equitable, transparent, competitive, and cost-effective.
Public Service Act, 1994 (as amended by, <i>inter alia</i> , the Public Service Amendment Act, 2007)	Proclamation 103, <i>Government Gazette</i> 15791, 3 June 1994 and Act 30 of 2007	This Act makes provision for the organisation and administration of DCAS, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and related matters.
Division of Revenue Act (annual)	There is a new Act every year.	<p>Every year, the Division of Revenue Act (DORA):</p> <ul style="list-style-type: none"> • provides for the equitable division of revenue raised nationally among the national, provincial and local spheres of government; • determines each province's equitable share of the provincial share of that revenue; and • makes allocations to provinces, local government or municipalities from the national government's share of that revenue, subject to conditions. <p>DCAS receives Conditional Grants from national government and is responsible for the management of these funds.</p>
Promotion of Access to Information Act, 2000	Act 2 of 2000	<p>This Act gives effect to the right to have access to records held by the state, government institutions and private bodies. Among other things, DCAS and every other public and private body must:</p> <ul style="list-style-type: none"> • compile a manual that explains to members of the public how to lodge an application for access to information that the body holds; and • appoint an information officer to consider requests for access to information held by the body.
Promotion of Administrative Justice, 2000	Act 3 of 2000	<p>This Act:</p> <ul style="list-style-type: none"> • sets out the rules and guidelines that administrators must follow when making decisions; • requires administrators to inform people about their right to review or appeal and their right to request reasons; • requires administrators to give reasons for their decisions; and • gives members of the public the right to challenge the decisions of administrators in court.
Cultural Institutions Act, 1998	Act 119 of 1998	DCAS must liaise and cooperate with nationally declared cultural institutions regarding arts, culture and heritage matters.

National Legislation	Reference	Description
Cultural Promotion Act, 1983	Act 35 of 1983	This primary legislation is aimed at promoting, preserving, and fostering culture in South Africa. It establishes mechanisms for cultural development, leisure activities, non-formal education, and international cultural relations. It also allows for the formation of regional councils for cultural affairs and grants powers to ministers to achieve these objectives.
Cultural Promotion Amendment Act, 1998	Act 59 of 1998	This Act is an amendment to the Cultural Promotion Act, 1983 and refine and clarify the Minister's powers in cultural matters, ensuring alignment with evolving cultural policies and administration. It strengthens governance within the cultural sector. DCAS implements its amendments by promoting, preserving, and developing arts and culture in the Western Cape.
National Archives and Records Service of South Africa Act, 1996	Act 43 of 1996	DCAS is responsible for the nomination of a Western Cape provincial representative to serve on the National Archives Advisory Council. The Department is also responsible for meeting the national norms and standards established under this Act.
National Arts Council Act, 1997	Act 56 of 1997	DCAS is responsible for the nomination of a Western Cape provincial representative to serve on the National Arts Council (NAC), for cooperating and coordinating with NAC, and for administering NAC funding for the development of arts and culture in the Western Cape.
National Heritage Council Act, 1999	Act 11 of 1999	DCAS is responsible for the nomination of a Western Cape provincial representative to serve on the National Heritage Council (NHC), and for cooperating with and coordinating activities related to funding and projects that the NHC is conducting in the Western Cape.
National Heritage Resources Act, 1999	Act 25 of 1999	DCAS ensures compliance with the NHRA by overseeing the nomination of a Western Cape provincial representative, preferably a member of the Council of Heritage Western Cape, to sit on the Council of the South African Heritage Resources Agency (SAHRA). DCAS also ensures compliance with the requirement that the MEC must appoint a Council for HWC – the provincial heritage resources authority is appointed in terms of the NHRA. The Department is responsible for liaising and cooperating with SAHRA, HWC and municipalities regarding the management of heritage resources. DCAS also assists the MEC when appeals have been lodged with him or her against decisions of HWC.
Pan South African Language Board Act, 1995	Act 59 of 1995	Amongst other things, this Act requires the Pan South African Language Board (PanSALB) to establish a provincial language committee (PLC) in every province. A Western Cape PanSALB PLC was established in August 2019. The Western Cape Language Committee is recognised by the Pan South African Language Board.
South African Geographical Names Council Act, 1998	Act 118 of 1998	DCAS is responsible for complying with the provisions in this Act to nominate a Western Cape provincial representative to sit on the South African Geographical Names Council; to research geographical names in the Western Cape; to ensure standardisation; and, where necessary, to facilitate public consultation regarding proposed changes to these names. The Department provides professional and other support to the Western

National Legislation	Reference	Description
		Cape Provincial Geographical Names Committee. Once consultation is complete, the WCPGNC makes recommendations to the South African Geographical Names Council.
World Heritage Convention Act, 1999	Act 49 of 1999	<p>DCAS is responsible for appointing a representative to serve on the South African World Heritage Convention Committee.</p> <p>The Department is also responsible for complying with the provisions of the Act and the World Heritage Convention regarding the nominations of potential sites for the South African Tentative List, and the nomination of sites on the South African Tentative List for the attention of UNESCO's World Heritage Committee.</p>
National Sport and Recreation Act, 1998	Act 110 of 1998	<p>The Act provides for the promotion and development of sport and recreation and coordination of relationships between SRSA, SASCO (the South African Sport Confederation and Olympic Committee) sport federations, sport councils and other agencies.</p> <p>The Act further provides measures aimed at correcting imbalances in sport and recreation; promoting equity and democracy in sport and recreation; and providing dispute resolution mechanisms in sport and recreation.</p>
Protection of Personal Information Act, 2013	Act 4 of 2013	<p>The Act promotes the protection of personal information processed by public and private bodies; to introduce certain conditions so as to establish minimum requirements for the processing of personal information. In addition, the Act provides for the establishment of an Information Regulator to exercise certain powers and to perform certain duties and functions in terms of this Act and the Promotion of Access to Information Act, 2000.</p> <p>The Act further provides for the issuing of codes of conduct; for the rights of persons regarding unsolicited electronic communications and automated decision making; to regulate the flow of personal information across the borders of the Republic; and to provide for matters connected therewith.</p>
The Customary Initiation Act	Act 2 of 2021	The Act provides for the effective regulation of customary initiation practices; to provide for the establishment of a National Initiation Oversight Committee and Provincial Initiation Coordinating Committees and their functions; to provide for the responsibilities, roles and functions of the various role-players involved in initiation practices as such or in the governance aspects thereof; to provide for the effective regulation of initiation schools; to provide for regulatory powers of the Minister and Premiers; to provide for the monitoring of the implementation of this Act; to provide for provincial peculiarities; and to provide for matters connected therewith.
Traditional and Khoi-San Leadership Act, 2019	Act 3 of 2019	<p>The main objectives of the Act are:</p> <p>To make provision for the recognition of Khoi-San leadership; To consolidate the National House of Traditional Leaders Act, 2009, and the Traditional Leadership and Governance Framework Act, 2003; To address certain limitations in the existing legislation; To effect consequential amendments to other laws.</p>

Provincial Legislation	Reference	Description
Western Cape Provincial Languages Act, 1998	Act 13 of 1998 (Western Cape)	<p>The Western Cape Language Committee established by this Act must, among other things:</p> <ul style="list-style-type: none"> • monitor the use of Afrikaans, English and isiXhosa by the Western Cape Government; • make recommendations to the MEC and the Provincial Parliament on proposed or existing legislation, practice and policy dealing directly or indirectly with language in the Western Cape; • actively promote the principle of multilingualism; • actively promote the development of previously marginalised indigenous languages; • advise the MEC and the Western Cape Cultural Commission on language matters in the Province; and • advise PanSALB on language matters in the Western Cape. <p>DCAS has oversight of the WCLC and provides this Committee with administrative and financial support.</p>
Western Cape Cultural Commissions and Cultural Councils Act, 1998	Act 14 of 1998 (Western Cape)	<p>This Act establishes the Western Cape Cultural Commission to, among other things, consider the registration and deregistration of cultural councils representing communities sharing a common cultural and language heritage and control, manage, develop and maintain movable or immovable property placed under its supervision. The WCCC may also make recommendations on the following:</p> <ul style="list-style-type: none"> • the visual, performing, and literary arts;
Western Cape Heritage Resource Management Regulations, 2002	PN 336 of 25 October 2002	<p>DCAS has oversight of Heritage Western Cape – the provincial heritage resources authority appointed in terms of the NHRA – and provides HWC with administrative and financial support. The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office. (English version)</p>
Western Cape Heritage Resource Management Regulations, 2003	PN 298 of 29 August 2003	<p>DCAS has oversight of Heritage Western Cape – the provincial heritage resources authority appointed in terms of the NHRA – and provides HWC with administrative and financial support. The MEC is responsible for establishing the authority and for appointing a Council for each successive term of office. (Afrikaans and isiXhosa versions).</p>
Provincial Archives and Records Service of the Western Cape Act, 2005	Act 3 of 2005 (Western Cape)	<p>This Act establishes the Provincial Archives and Records Service of the Western Cape to preserve public and non-public records of enduring value for use by the public and the State; to make such records accessible; to promote their use by the public; and to provide for the proper management and care of public records.</p>
Museums Ordinance, 1975	Ordinance 8 of 1975 (Cape Province)	<p>DCAS is responsible for compliance with the provisions of this Ordinance in as far as it affects affiliated museums in the Western Cape. New provincial museum legislation is being drafted in consultation with relevant stakeholders.</p>

Provincial Legislation	Reference	Description
Oude Kerk Volksmuseum Van 't Land van Waveren (Tulbagh) Ordinance, 1979	Ordinance 11 of 1979 (Cape Province)	DCAS is responsible for the execution of and compliance with the provisions of this Ordinance to govern the affairs of the Oude Kerk Volksmuseum in Tulbagh.
Western Cape Museums Ordinance Amendment Act	Ordinance 2 of 2021	DCAS is responsible for compliance with the provisions of this Ordinance in as far as it affects affiliated provincial, province-aided and local museums in the Western Cape.
Provincial Library Service Ordinance, 1981	Ordinance 16 of 1981 (Cape Province)	DCAS is responsible for the execution of and compliance with the provisions of this Ordinance in respect of provincial libraries in the Western Cape.
Preferential Procurement Policy Framework Act, 2000	Act 5 of 2000	The main objective of the Act is to give effect to section 217(3) of the Constitution, 1996 by providing a framework for the implementation of the procurement policy contemplated in section 217(2) of the Constitution; and to provide for matters connected therewith.
Broad-Based Black Economic Empowerment Act 53 Of 2003	Act 53 of 2003	The main objective of the Act is to establish a legislative framework for the promotion of black economic empowerment; to empower the Minister to issue codes of good practice and to publish transformation charters; to establish the Black Economic Empowerment Advisory Council; and to provide for matters connected therewith.
Preferential Procurement Regulations of 2022	Act 5 of 2000 (Preferential Procurement Regulation 2022)	The purpose then of the 2022 Regulations is to comply with Section 217 of the Constitution on procurement of goods and services by organs of state; comply with the PPPFA of 2000; comply with the Constitutional Court judgement of February 2022, on the 2017 Regulations.
The Cape of Great Events Strategy (2011)		The strategy provides a guide to decision-making for supporting events and aids the public sector to synergise their efforts to maximise the brand building potential, as well as economic, social and environmental benefits that can be realised from hosting events.

1.3 Policy mandates

NATIONAL POLICY CONTEXT

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasizing development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

1. Inclusive growth and job creation (Apex priority) – driving economic interventions across all spheres of government.
2. Reducing poverty and tackling the high cost of living – ensuring social protection and economic inclusion.
3. Building a capable, ethical and developmental state – enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

- Economic Growth and Job Creation: WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- Poverty Reduction & Social Interventions: WCG's social development programmes, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.
- Building a Capable State: The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

The Department's contribution to the achievement of the three National Priorities is as follows:

MTDP Priority	Departmental contribution
Priority 1: Inclusive growth and job creation	<p>The Department of Cultural Affairs and Sport plays a pivotal role in driving economic growth and creating jobs across a range of sectors, including sports, arts, culture, and heritage. By strategically investing in events, fostering partnerships with the private and non-profit sectors, and supporting youth development programmes, the department ensures that economic opportunities are accessible to all, particularly in rural and underserved communities. These efforts not only preserve and promote the province's rich cultural heritage but also stimulate local economies, create sustainable jobs, and equip the next generation with the skills necessary for future success. The department's holistic approach aligns with broader economic objectives by contributing to job creation, inclusive growth, and sustainable development.</p> <ul style="list-style-type: none"> • Event-Driven Economic Growth <p>The Department stimulates economic growth by investing in sport, arts, and cultural events, which attract local and international investment. These events generate direct and indirect employment opportunities in sectors such as event management, logistics, transport, tourism, hospitality, and retail. By bringing large-scale events to the province, the Department supports job creation and boosts local businesses, generating positive economic stimulation in the hosting destinations.</p>

MTDP Priority	Departmental contribution
	<ul style="list-style-type: none"> Partnerships with Non-Profit and Private Sectors <p>Collaborating with non-profit organisations and private entities, the Department promotes local culture, heritage, and related economic activities. These partnerships help expand economic opportunities in the creative sector and foster cultural tourism, creating jobs while preserving and showcasing South Africa's unique cultural heritage. These activities also contribute to the economic sustainability of local communities.</p> Heritage and Tourism as Economic Drivers <p>The preservation and promotion of heritage sites, particularly through Heritage Western Cape, act as significant enablers of growth and job creation. The recent UNESCO inscription of the World Heritage Site on the Emergence of Modern Human Behaviour has created new opportunities for tourism-driven jobs, heritage management, and academic research. These opportunities are geared toward inclusive growth, benefiting local communities and advancing heritage tourism in the province.</p> Employment through Programmes and Capacity Building <p>The Department supports job creation by funding municipalities and NGOs that employ individuals in the arts, sport, and recreation sectors. Programmes such as the MOD (Mass Participation, Opportunity and Development), YearBeyond, Young Creatives Programme, and the Expanded Public Works Programme (EPWP) provide essential work experience and skills training for unemployed youth, positioning them for longer-term economic opportunities while addressing social needs.</p> Expanding Technology Access and Rural Development <p>To ensure equitable access to economic opportunities, the Department enhances access to technology and information resources, particularly in rural communities. Expanding broadband and free internet connectivity in public libraries helps bridge the digital divide, creating new opportunities for workforce development. Libraries also support reading and literacy initiatives that contribute to the development of a skilled and productive workforce, laying the foundation for sustained economic growth.</p>
Priority 2: Reduce poverty and tackle the high cost of living	<p>The Department of Cultural Affairs and Sport is committed to reducing poverty and addressing the high cost of living through a comprehensive strategy that focuses on education, youth development, and community empowerment. By investing in literacy, after-school programmes, and initiatives that promote social inclusion and safety, the department plays a vital role in improving the quality of life for vulnerable communities. Through its services, the department not only fosters educational and personal growth but also provides critical support for social services, youth engagement, and community resilience. These efforts contribute to breaking the cycle of poverty, promoting social cohesion, and reducing inequality across the province.</p> <ul style="list-style-type: none"> Improving Access to Reading and Educational Resources <p>The Department dedicates a significant portion of its budget to ensuring access to reading materials and library services, particularly in rural areas. Public libraries often serve dual roles as both community and school libraries, offering literacy programmes, access to educational materials, and partnerships with government and non-profits.</p>

MTDP Priority	Departmental contribution
	<p>These collaborations connect individuals with critical services, such as grants, housing assistance, and legal aid, which alleviate financial burdens and improve living standards in disadvantaged communities.</p> <ul style="list-style-type: none"> Providing Essential Documentation through Archives <p>The Department facilitates access to archival records, such as birth, marriage, and death certificates. These documents are essential for accessing social services, government grants, and employment opportunities, all of which are crucial in reducing poverty. By helping individuals secure these important records, the department ensures that vulnerable populations can access the support they need to improve their living conditions and break free from the cycle of poverty.</p> <ul style="list-style-type: none"> After-School Programmes and Safe Spaces for Children and Young People <p>The Department's after-school programmes, delivered through libraries, MOD centres, YearBeyond sites, and NGOs, provide safe spaces for children and youth to explore their academic, artistic, cultural, and sporting interests. These programmes help close the educational gap between well-resourced and under-resourced learners by offering personal, academic, and physical development opportunities. By engaging youth in positive activities, the department fosters discipline, motivation, and a sense of purpose, reducing the risk of involvement in negative behaviour.</p> <ul style="list-style-type: none"> Nutritional Support and Wellbeing <p>In collaboration with the Western Cape Education Department (WCED), the Department provides nutritional support to learners at all MOD centres and some YearBeyond sites. These programmes not only promote physical wellbeing but also ensure that learners are well-nourished and able to focus on their studies and extracurricular activities. By addressing hunger and malnutrition, particularly in disadvantaged areas, the department helps reduce the economic strain on families while supporting educational success.</p> <ul style="list-style-type: none"> Community Development through Sport and Social Inclusion <p>The Department's Club Development Programme contributes to creating safer communities by supporting local leagues, rural, farm, and urban clubs. Through its Social Inclusion Programme, the department fosters community building by organising sport initiatives and festivals that promote league structures and sub-unions in safety priority areas. These programmes not only enhance social cohesion but also provide opportunities for youth to develop leadership and teamwork skills, reducing the likelihood of engaging in risky behaviour and promoting long-term community safety and stability.</p>
Priority 3: A capable, ethical and developmental state	<p>The Department of Cultural Affairs and Sport is committed to building a capable, ethical, and developmental state by ensuring the efficient management of public spaces and resources, safeguarding the province's cultural and historical heritage, and promoting ethical governance and accountability. Through the management of libraries, museums, archives, and recreation centres, the Department provides broad access to information, supports informed decision-making, and preserves essential records for policy-making and public transparency. By partnering with community organisations, promoting cultural pride, and fostering good governance, the Department plays a key</p>

MTDP Priority	Departmental contribution
	<p>role in driving sustainable development and ensuring that residents are empowered, informed, and engaged in shaping the future of the province.</p> <ul style="list-style-type: none"> Efficient Management of Public Spaces and Resources <p>The Department oversees the management of libraries, museums, archives, shared facilities, and recreation centres, ensuring that these public spaces are well-maintained and accessible to all. By providing essential services and information, these spaces foster community engagement, lifelong learning, and social cohesion, contributing to the development of an informed and empowered citizenry.</p> Broad Access to Information and Digital Connectivity <p>Public libraries, equipped with broadband internet and extensive digital resources, play a crucial role in ensuring equitable access to information. The Department promotes digital inclusion, particularly in rural and underserved communities, enabling residents to access vital educational and government resources. These efforts support transparency, informed decision-making, and participation in governance processes, contributing to a more capable and engaged state.</p> Heritage Protection and Record Preservation <p>Through Heritage Western Cape, the Department safeguards the province's heritage. Archives and records management are central to maintaining a developmental state, as they preserve historical records necessary for research, policy-making, and ensuring accountability. Proper records management supports the formulation, evaluation, and implementation of social and economic policies, fostering transparency and good governance.</p> Community Empowerment through Partnerships <p>The Department's Managed Network Model involves partnerships with NGOs, community-based organisations (CBOs), museums, libraries, sports federations, and cultural organisations. This collaborative approach leverages resources, promotes cost efficiency, and empowers local organisations to contribute to community upliftment. By enabling community-based initiatives, the Department strengthens local capacity for development and social cohesion.</p> Promoting Ethical Governance and Service Delivery <p>The Department is committed to maintaining a capable and ethical workforce through its Service Delivery Improvement Plan (SDIP) and strategic human resources (HR) plan. These initiatives focus on continuous service enhancement, fostering an accountable and ethical public service. Public libraries, as platforms for ethical decision-making, also facilitate informed discussions on critical social issues, such as gender-based violence, and provide rehabilitation support in correctional centres to reduce recidivism and promote social reintegration.</p>

MTDP Priority	Departmental contribution
	<ul style="list-style-type: none"> • Celebrating Cultural Diversity <p>The Department fosters cultural diversity through language promotion initiatives and language services that promote effective government communication. It has played a key role in the inscription of the UNESCO World Heritage Site on the Emergence of Modern Human Behaviour, which highlights South Africa's rich archaeological heritage. The Department's work on the Resistance and Liberation Heritage Route (RLHR) commemorates significant sites from the country's struggle for freedom, supporting both cultural pride and economic growth through heritage tourism.</p>

The following national policies and strategies are also relevant to the Department's policy mandate:

Policy	Description
National policies	
2019 Revised National White Paper on Arts, Culture and Heritage	This document provides a framework for national and provincial policy on arts, culture, heritage, library and archive services.
National Records Management Policy (Records Management Policy Manual, 2007)	This document regulates the specific parameters within which governmental bodies should operate regarding the management of their records and how DCAS should oversee the records management of governmental bodies in the Western Cape.
Managing Electronic Records in Governmental Bodies: Policy, Principles and Requirements (2006)	This policy provides guidance to governmental bodies to assist them to comply with legislative requirements regarding electronic records as an integral part of records management. DCAS must comply with the prescribed applicable national and international standards in respect of hardware, software and storage media for archival preservation.
National Sport and Recreation Indaba Declaration (2011)	This requires DCAS to align its key objectives with the strategic thrust of the declaration which sets out the vision for sport and recreation until 2020.
National Sport and Recreation Plan (2012)	The National Sport and Recreation Plan (NSRP) sets out the vision for sport and recreation in South Africa until 2020, emphasising an active and winning nation. The National Sport and Recreation Plan will be reviewed in the financial year 2025/26.
National White Paper on Sport and Recreation (2012)	<p>This policy highlights the following imperatives:</p> <ul style="list-style-type: none"> • increasing the levels of participation in sport and recreation; • raising sport's profile in the face of conflicting priorities; • maximising the probability of success in sport events; and • placing sport at the forefront of efforts to reduce crime.
Women in Sport Policy Framework (2024)	<p>The policy framework was developed to redress existing inequalities for girls and women in the South African Sport Ecosystem across eight (8) strategic priorities.</p> <ol style="list-style-type: none"> 1. Participation and excellence 2. Coaching and officiating 3. Leadership and governance 4. Visibility, framing and advocacy 5. Safeguarding and integrity 6. Sport for development 7. Team SA delivery 8. Hosting sporting events

Policy	Description
Policy Framework for the Government-wide Monitoring and Evaluation Policy System (2007)	The aim of the Government-wide Monitoring and Evaluation (GWM&E) System is to contribute to improved governance and to enhance the effectiveness of public sector organisations and institutions. This document provides the overarching policy framework for monitoring and evaluation (M&E) in South Africa. It promotes results-based management.
Green Paper on Performance Management Monitoring and Evaluation (2009)	This document aims to enable government officials and the executive authority to focus on achieving the outcome and output measures contained in the Medium-Term Strategic Framework (MTSF). It is intended to promote good departmental and individual performance at all levels.
Guidelines for National and Provincial Departments for the Preparation of an M&E Framework	These guidelines provide for the development of a monitoring and evaluation framework in all governmental institutions so that institutions can assess progress against their stated aims and take remedial action where necessary. This process requires departments to have a comprehensive understanding of all administrative data systems, administrative datasets and performance indicators. The indicators must be linked to specific policy imperatives and analysis of the sets of indicators must take place to determine whether there are any cause-and-effect relationships.
Expanded Public Works Programme (EPWP)	The EPWP Business Plans for the Social Sector (Sport) and Environmental and Culture Sector (Cultural Affairs) provide a framework for DCAS to utilise public sector funding to reduce and alleviate unemployment.
National Youth Policy 2020 – 2030	The policy aims to strengthen youth development and add creative and innovative ways to address unemployment. The policy identifies 5 pillars – quality education and second chance schooling, economic transformation and job creation, mental health and the promotion of physical health, social cohesion and nation building, and the creation of an effective and responsive youth development machinery. As the transversal youth coordinator in Province, DCAS convenes the WC youth forum and learning lab, champions a programme about youth mental wellbeing, and has been working with all stakeholders to improve the effectiveness of the youth development machinery.

Strategies	Description
National strategies	
Libraries Recapitalisation Programme for the enhancement of community library services	The purpose of the Programme is to transform urban and rural community library infrastructure, facilities and services (primarily targeting previously disadvantaged communities) through a recapitalised programme at provincial level in support of local government and national initiatives. DCAS is responsible for the successful implementation and management of this Conditional Grant project in the Western Cape.
Mzansi's Golden Economy Strategy	DCAS is responsible for the implementation, in collaboration with the national Department of Arts and Culture and other partners and key role-players, for the key interventions set out in the strategy in the Western Cape. The Strategy, which focuses on the creative and cultural industries, aims to recognise that the arts, culture and heritage sector is innovative and creative, and that the role of government is to create the enabling environment and support the sector to perform optimally.

Strategies	Description
Memorandum of Understanding between the Department of Basic Education and Sport and Recreation South Africa (2024)	The Department of Basic Education (DBE) and Sport and Recreation South Africa (SRSA) (now Department of Sport, Arts and Culture) signed an implementation protocol where the parties commit that they shall implement programmes of cooperation in the field of school sport on the basis of reciprocity and mutual benefit. The parties also commit that they shall encourage and facilitate the advancement of contact and cooperation between the recognised sport institutions of the respective Departments.

Sustainable Development Goals:

Furthermore, the United Nations' Sustainable Development Goals are 17 non-binding global goals which align to the National Development Plan and Provincial Strategic Plan, and the Department's work can be linked to the SDGs as follows:



African Agenda 2063:

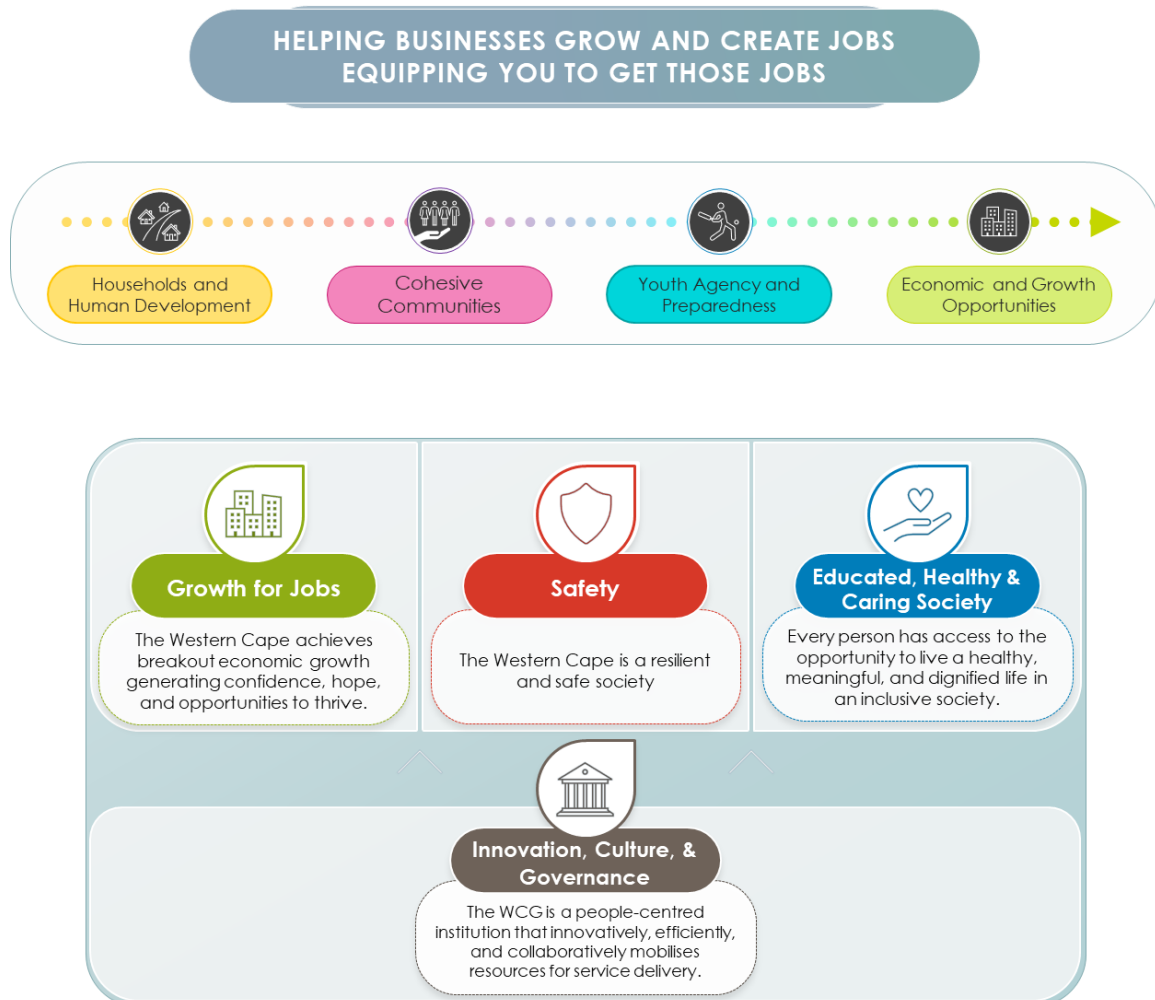
The African Union Agenda: 2063 prioritises inclusive social and economic development, continental and regional integration, democratic governance and peace and security amongst other issues aimed at repositioning Africa to becoming a dominant player in the global arena. DCAS supports the goals and priorities set out in Agenda 2063, particularly through its work that supports culture and heritage.

Of the aspirations listed in the Agenda, the Department is most aligned to the aspiration "Africa with a strong cultural identity, common heritage, values and ethics" with its focus on "Strong Cultural Identity Values and Ethic". Herein the Department has, and will continue to promote, and contribute to the conservation of World Heritage site matters within the province in terms of the World Heritage Convention Act, 1999; national flagship projects as the national Resistance and Liberation Heritage Route, wherein DCAS has contributed to as a provincial chapter in the Resistance and Liberation Heritage Route. Its arts and culture programmes, museums and museological services, cultural heritage projects through its entities in heritage resources management, cultural matters, and geographical language services, which align with the promotion of a "strong cultural identity, common heritage, values and ethics".

PROVINCIAL POLICY CONTEXT

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

Overview of Provincial Strategic Plan 2025-2030



Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety, social, and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The four strategic portfolios are:



Integrated Impact Areas

To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.





The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

These integrated impact areas are:

	Households and Human Development	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Cohesive Communities	Strengthening social ties to build safe, caring, and resilient communities.
	Youth Agency and Preparedness	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
	Economic and Growth Opportunities	Expanding economic opportunities and fostering confidence, hope, and prosperity.





In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

	Resource Resilience	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	Spatial Transformation, Infrastructure, and Mobility	Strengthening social ties to build safe, caring, and resilient communities.

Department's Alignment with PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas. Each department aligns its Strategic Plan with these focus areas to ensure a coordinated approach to achieving provincial priorities.

Key focus areas for the Department of Cultural Affairs and Sport include:

 Growth for Jobs Access to Employability and Economic Opportunities Driving Growth Opportunities through Investment	 Safety Integrated Violence Prevention Safe and Cohesive Communities and Infrastructure	 Educated, Healthy & Caring Society Increased Youth Resilience, Civic, Educational and Economic Participation Increase the Wellbeing and Agency of Adults and Older Persons	 Innovation, Culture, & Governance Culture and People-Centred Delivery Ease of Doing Government
--	--	--	--

Through the above focus areas, the Department contributes to integrated impact in Households and Human Development, Cohesive Communities, Youth Agency and

Preparedness, Economic and Growth Opportunities, Spatial Transformation, Infrastructure, and Mobility and Service Delivery Enablers.

The Departmental contribution to the PSP portfolios is as follows:

Departmental Contribution to PSP Portfolio for 2025-2030: GROWTH FOR JOBS (G4J)

The Department plays a pivotal role in creating jobs within its sector, aligning its initiatives with the broader Growth for Jobs Strategy (G4J) for the Western Cape.

The Department's flagship economic access programme, YearBeyond, provides NEET youth with a bridge into the economy and creates pathways for them post their service.

The Expanded Public Works Programme (EPWP) fosters work and capacity-building opportunities in the Social Sector, as well as in the Environment and Culture Sector. The programme focuses on youth-centric programmes, equipping participants with essential skills to enhance their job prospects across culture, museums, libraries, archives, and social sectors. The Department will continue to support the EPWP programme by providing work opportunities in various sectors, including administration, heritage, performing arts, culture, libraries, archives, and the social sector.

To further advance job creation, the Department facilitates the Young Creatives Programme, offering workshops, mentoring, and access to resources that allow young participants to refine their skills and explore various career paths. Additionally, the YearBeyond Programme is a priority project aimed at building essential soft skills for first-time job seekers, linking them to bespoke training and service opportunities. By collaborating with over 100 opportunity providers, YearBeyond assists youth in packaging their skills for growth sectors such as BPO, tourism, logistics, and the social sector.

The events and tourism sector are identified as a crucial growth area, with the Department actively contributing to its development. Heritage Resources Management Services plays a significant role in facilitating this growth by unlocking development opportunities which supports growth. Public libraries also serve as vital access points for small business entrepreneurs, providing essential resources for business administrative activities, business plans development, job applications, and accessing government information such as tenders.

Moreover, the Department's Sport and Recreation programmes are instrumental in driving job creation and economic growth in the Western Cape. These initiatives offer work opportunities for coaches, facilitators, and administrative staff, while also fostering indirect employment through partnerships with schools, community organisations and local businesses. Continued investment in human capital and infrastructure is crucial for sustaining economic growth, particularly in the service-oriented sectors of sport and recreation.

DCAS actively promotes and hosts major sporting events (provincial, national, continental, and international competitions and conferences) that generate significant temporary and permanent employment opportunities while raising the profile of the Western Cape. These events increase demand for hospitality, transportation, and security services, driving economic growth and attracting investment and tourism. This successful hosting enhances the province's profile and contributes to the GDP, as outlined in the Case for Sport. Through its

Departmental Contribution to PSP Portfolio for 2025-2030: GROWTH FOR JOBS (G4J)

support for club development, sport federations, and sport academies, DCAS plays a key role in fostering job opportunities and overall economic prosperity in the Western Cape.

Investment in these sectors drives broader economic development by attracting funding, sponsorships, and tourism linked to cultural and sporting events, positioning the Western Cape as the events hub of Africa. The Western Cape's thriving tourism sector presents an opportunity for DCAS programmes to boost the local economy. Sports and recreation events create niche markets for specialized infrastructure, equipment, apparel, and services designed for these unique activities. This demand opens avenues for small, medium, and micro-enterprises (SMMEs) to thrive, supplying goods and services tailored to events and recreational activities. By fostering these specialized markets, DCAS supports the growth of sustainable economic ecosystems, contributing to the diversification of local businesses. Furthermore, the Department's initiatives support informal traders and small businesses, offering opportunities to sell products at events and sports gatherings.

The informal economy is essential for providing jobs to individuals without access to formal employment. DCAS programmes support this sector by empowering SMMEs, especially in supplying catering, facilitation, and event-related equipment for events and programmes.

The Department's focus on the promotion of physical activity and recreational programmes has long-term benefits for health and productivity of the population. An active workforce leads to lower healthcare costs, reduced absenteeism, and enhanced productivity, thereby strengthening the economy. As the Western Cape's healthcare system faces challenges from population growth and an aging demographic, the Department's sport initiatives promote healthier lifestyles, alleviating pressure on public health resources (PERO, 2024).

The Department's financial support for Heritage Western Cape is essential to the Growth for Jobs strategy. By funding heritage conservation, it preserves cultural landmarks and boosts tourism, a key economic driver. This support enables Heritage Western Cape to create jobs in restoration, heritage tourism, and cultural education.

In line with the G4J strategy, DCAS programmes support key areas, including:

- Mitigating load shedding impacts by equipping affiliated museums with resources and solar panels.
- Streamlining heritage application processes to improve the business environment.
- Preparing youth for the workforce through initiatives like YearBeyond and youth focused programmes and initiatives in the Sport, Recreation, Arts, Culture, Language, Heritage, Libraries and Archives sectors.

Other contributions include the following:

- DCAS champions recreation and sport, the creative arts, and the cultural sector, generating significant jobs and work opportunities. Cultural and sport events stimulate economic growth throughout the tourism and creative economy sectors.
- By expanding broadband and free internet in rural public libraries, the Department supports job seekers with CV creation, job searches, and online applications. These

Departmental Contribution to PSP Portfolio for 2025-2030:
GROWTH FOR JOBS (G4J)

libraries also offer after-school programmes, enhancing academic success and job readiness.

- The Department funds library staff and creates jobs through library construction and upgrades, turning many into community hubs that host job fairs and provide entrepreneurs access to business tools and resources.
- Work opportunities arise from new interpretation centres linked to the Cradle of Human Culture Tourism Route and through the Expanded Public Works Programme (EPWP) and the Young Creatives Programme (DSAC funded). The creative industries benefit from opportunities in theatre, festivals, event management, craft development, and retail.
- The Arts and Culture Funding Programme supports organisations and individuals creating job training in sport, heritage, and cultural tourism.
- The After School Programme prepares school leavers for the job market or further studies, while the Department also promotes South African Sign Language development.
- The Case for Sport highlights the labour-intensive growth of recreation, sport, arts, and culture, leading to employment through development programmes through programmes like Recreation, MOD, School Sport, and Shared Facilities. Sport contributes over R8.8 billion annually to the Western Cape GDP since 2012 and supports more than 60,000 direct and indirect jobs, emphasizing its role as a key economic driver and job creator. The successful hosting of the 2023 Netball World Cup enhanced the province's reputation for world events, winning two awards for its excellence.

Departmental Contribution to PSP Portfolio for 2025-2030:
SAFETY

To enhance safety across the Province, it is essential to address the root causes of violence, which significantly hinder growth and the wellbeing of residents. The Department's Safety Priority focuses on engaging at-risk youth through reading, recreation, sports, arts, and culture programmes. By strengthening social protective factors, the Department aims to prevent youth from engaging in criminal activities through targeted After School Programmes which includes:

- Academic challenges through the YearBeyond literacy and maths catch-up programme for grades 3 and 4.
- Absenteeism and anti-social behaviour through walking buses, parental workshops, active after-school activities, sports and arts clubs, and positive peer connections.
- Marginalisation by creating opportunities for marginalised youth to be part of programming.
- Violence by providing opportunities to build young people's skills in alternative ways of engaging and dealing with conflict and anger through initiatives like Shukuma and YearBeyond.
- Social ills by utilising libraries, schools and community centers as safe spaces during and after school hours, including the Recreation and MOD Programme Centres.

Departmental Contribution to PSP Portfolio for 2025-2030: SAFETY

In addition, the Department runs programmes for women and girls to address past inequities and enhance community safety through support in the sports sector. Public libraries function as community hubs where individuals from diverse backgrounds can interact, share ideas, and collaborate on projects, fostering a sense of community and shared responsibility. These libraries provide safe environments for all community members, especially children.

The Department's support for affiliated museums plays a crucial role in enhancing safety across the Province by fostering community engagement, education, and social cohesion. Museums serve as safe public spaces where individuals can learn about their shared heritage, promoting understanding and reducing social tensions. Through educational initiatives, museums actively engage youth and at-risk communities, offering constructive activities that help keep them off the streets.

The Department's safety interventions are guided by the identified crime hotspot areas in the Province. While DCAS programmes cover the entire Province, targeted interventions specifically address the needs of hotspot areas.

DCAS provides libraries, archives, museums, and sport, recreation, arts, and cultural facilities in communities to strengthen the social fabric. These spaces foster social cohesion, offer safe environments, and create opportunities for community engagement in cultural and recreational activities. Specific contributions towards building safe and cohesive communities include:

- Libraries and Archives:
 - Libraries serve as community hubs as a platform to increase wellness and social inclusion by fostering community participation.
 - Library services in correctional centers help rehabilitate offenders, reducing recidivism and contributing to safer communities.
 - The Department provides inclusive and accessible archive services, offering safe, free and extended services where clients can access genealogical information, historical records, and estate documents, thereby promoting belonging and supporting social cohesion as part of the safety priority.
- Arts, Culture, Sport and Recreation opportunities for Youth and Communities:
 - DCAS creates alternative platforms to engage youth at risk, reducing risk-taking behaviours through after-school recreational and arts and culture programmes. This includes physical, cultural, and educational activities in safe, structured environments like schools; shared facilities; community arts centres, museums and libraries.
 - Programmes through the Community Arts Development initiatives provide constructive outlets for youth, enhancing skills for handling conflict and emotions and create safe spaces for community participation.
- Partnerships for Social Change:
 - Collaborations with civil society, municipalities, and tertiary institutions use sport as a tool to promote positive behaviour, conflict resolution, and emotional regulation. By creating positive peer networks through sport, arts, and culture,

Departmental Contribution to PSP Portfolio for 2025-2030: SAFETY

youth are provided with supportive environments that reduce engagement in risky behaviours.

- Museums and Heritage:
 - Museums serve as safe public spaces for learning, reflection, and healing. Through exhibitions and educational programmes, museums provide opportunities for citizens to connect with their heritage, fostering understanding, reconciliation, and social cohesion.
- Sport Facilities and Safety:
 - The Department, in collaboration with the Western Cape Education Department (WCED), invests in the creation and maintenance of safe, accessible sports facilities in underprivileged areas. This ensures that youth have safe places to engage in recreational activities, reducing their vulnerability to violence and crime.
- After-School Programmes:
 - By offering structured after-school activities during critical hours, the Department ensures youth have constructive outlets, helping to reduce their exposure to negative influences such as violence, crime, and substance abuse.
- Emotional Safety and Mental Health:
 - Programmes like Waves for Change equip youth with coping mechanisms for emotional challenges, contributing to better mental health and overall wellbeing. These initiatives promote emotional safety, which is crucial for their holistic development. Formal agreements have been signed with NGOs such as waves for change and others.
- Events and Facilities Management:
 - Through the WOSA approach and partnerships with municipalities, DCAS fosters safe spaces for sports and cultural activities. This includes the management of events, turf, and projects that provide a sense of belonging and ownership within communities, contributing to the sustainability and safety of these facilities.

Departmental Contribution to PSP Portfolio for 2025-2030: EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)

DCAS is one of the key custodians of the Educated, Healthy and Caring Society (EHACS) portfolio, with a strong focus on children and youth development. The impact of COVID-19 has underscored the importance of the department's interventions across the sport, recreation, arts, and cultural sectors to enhance the overall wellbeing of communities in the province.

Our key interventions over the next 5 years includes:

- a. Raising Awareness and Promoting Wellbeing

DCAS aims to create new community narratives that focus on the importance of wellbeing, especially for youth. Interventions include recreation, sport, arts, culture and language,

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

museums, heritage, libraries and archives and youth centred programmes designed to address wellbeing challenges. Dialogues on mental health will also be facilitated, particularly in communities where mental health is often stigmatised. Partnerships with sectors like religious organisations will further enhance these efforts, leveraging their resources to promote a broader wellbeing initiative.

b. Activating Communities and Mental Health Awareness

DCAS will engage communities through initiatives like wellbeing walks, remembrance campaigns, and events profiling the voices of targeted groups, such as women and youth. To mark World Mental Health Day, special campaigns will spotlight mental wellbeing, particularly for youth.

c. Public Libraries Interventions

Public libraries are integral to advancing the EHACS portfolio by providing accessible, safe, and inclusive spaces that foster personal growth, lifelong learning, and community resilience. They serve as hubs of knowledge, offering educational resources and digital tools that empower individuals to enhance their quality of life. Through community programmes such as reading groups and wellness workshops, libraries promote social cohesion, mental health, and access to critical information on health and social services. A key focus of the EHACS portfolio is early childhood development, and libraries contribute by nurturing early literacy and fostering a love of reading from a young age. In the Western Cape, literacy initiatives include digital literacy programmes, story hours, reading circles, book clubs, and visits to schools and ECD centers. By reaching out to communities and offering intergenerational programmes, public libraries help build a national culture of reading.

d. Youth Service Programme

Youth unemployment, particularly among those aged 15-24, has surged to 62.2% due to the economic impact of COVID-19, posing one of the biggest challenges for both South Africa and the Western Cape. To address this, the department is coordinating a transversal effort to provide youth with work experience and cultivate a culture of service and social engagement. Over the next five years, more than 10,000 opportunities will be created for youth through the expansion of the YearBeyond and EPWP programme footprint.

The YearBeyond programme is a flagship initiative that provides meaningful work experience, life skills, and work readiness for young people. The goal is for 75% or more of participants to transition into employment or studies.

This initiative directly aligns with all three of the provincial priorities—G4J, Safety, and EHACS. By fostering active citizenship and volunteerism, the youth service programme promotes social cohesion and strengthens democracy. Additionally, by reducing the risk of anti-social behavior and violence through meaningful work experiences, it enhances community safety. The dual-beneficiary nature of the programme further supports educational, literacy, wellbeing, and safety outcomes, expanding access to essential government services.

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

Complementing this effort, the Archives Awareness Programmes such as Archives Awareness Week, online presentations, and virtual tours are designed to engage and empower youth with knowledge about the Archives and its societal role. By introducing young people to archives, these programmes foster a deeper understanding of history, governance, and societal development, while promoting critical thinking, research skills, and a sense of identity. The provision of access to archival records related to marginalized groups and social movements empowers communities to advocate for their rights, advancing social justice and equity—key components of the EHACS priority.

The Department will also contribute to provincial indicators on youth wellbeing, including:

- The percentage of youth programmes complying with norms and standards (guidelines) framework and support to improve alignment of programmes.
- The number of entrenched and targeted After School and Community Programmes for youth.
- The number of youth in service opportunities.

Furthermore, the department has developed a comprehensive wellbeing support system for youth through the Basic Package of Services Pilot and YearBeyond's wraparound services, ensuring young people can access the wellbeing services they need to thrive.

Indicators for MOD Centres align with provincial youth wellbeing targets. These centres ensure compliance with norms, provide targeted after-school programmes, and create youth service opportunities, thereby supporting the province's goals for youth empowerment and wellbeing.

This strategic focus on youth engagement, employment, and wellbeing is fundamental to building resilient communities, creating pathways to employment, and fostering a culture of lifelong service and social responsibility.

e. Access to Information in Archives and Records Services

The Archives aim to empower individuals and communities by improving access to archival records, thereby fostering informed decision-making and community engagement. This will be achieved by providing comprehensive access for local and international researchers and students through direct services and timely responses to enquiries, alongside an expanded digitization programme culminating in a dedicated website for digitized images. Additionally, implementing records management training for governmental records managers will ensure the proper care and transparency of public records. The initiative will also promote collaboration through ALMAL Hubs to enhance community access to information and support lifelong learning. Ultimately, this initiative will strengthen community wellbeing by empowering citizens and facilitating social engagement through access to vital information and resources.

f. Access to and Promotion of Arts, Culture and Language

DCAS is committed to ensuring that all communities in the Western Cape, regardless of age, enjoy equitable access to arts and culture. Recognizing that the cultural and creative

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

industries heavily rely on government funding for sustainability, DCAS provides essential financial and in-kind support to arts organisations, individuals, and companies. This support fosters partnerships with various arts organisations, creating opportunities for individuals to identify, nurture, and showcase their talents on professional stages.

Moreover, the department operates six cultural facilities that offer youth camps led by professional artists, particularly targeting young people in rural areas. By facilitating these engagements, the department not only promotes social cohesion but also serves as a catalyst for economic opportunities within the arts sector. This strategic programme will result in increased access to arts and culture for all communities, particularly in rural areas, fostering talent development through youth camps and professional partnerships. This will promote social cohesion by creating inclusive cultural experiences while contributing to economic empowerment by supporting the creative industries. Additionally, by engaging young people and nurturing their talents, the initiative will enhance their overall wellbeing and provide pathways for personal and professional growth within the arts sector. The department is committed to advancing the use of indigenous languages and promoting the three official languages of the Western Cape, including South African Sign Language, to enhance social inclusion and foster cultural warmth. Indigenous languages and cultural expressions, particularly those that have been historically marginalized, are integral to preserving the rich heritage of our communities. By elevating and preserving these languages, we ensure that the unique traditions, narratives, and identities they carry continue to thrive. Promoting the use and recognition of indigenous languages within the Western Cape not only strengthens cultural ties but also enriches the collective identity and history of the region.

g. Access to Sport and Recreation for Wellbeing

DCAS is dedicated to enhancing the wellbeing of communities in the Western Cape by providing equitable access to sport and recreation services, fostering social cohesion, and addressing societal challenges. In partnership with federations and clubs, DCAS promotes sport development, education, and training with a focus on underserved communities which includes marginalized groups rural and farmworkers. Access will be facilitated through the MOD Programme and the shared facilities.

The MOD Programme is designed to build social cohesion and offers safe spaces for school-going youth, recognizing schools as community hubs. It provides physical and sporting activities to address social challenges, creating a participant pipeline from early childhood to elderly involvement. This holistic approach promotes a sense of belonging and lifelong activity.

Shared sport, culture, arts, and recreation facilities at schools or clusters of schools provide safe, accessible spaces for youth. These facilities foster a sense of pride and identity, while combating social ills like crime. The aim is to encourage "Lifelong Activity," "Holistic Education," and build an "Active and Winning Nation."

Sport and Recreation provides services to citizens across all life stages, fostering a pathway to wellbeing through the following targeted interventions:

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

- **Early Childhood (0-6 years):** Structured recreation programmes at ECD centers promote healthy growth and development.
- **School Age (6-18 years):** Programmes like MOD and School Sport foster physical fitness, social cohesion, and emotional wellbeing, with nutrition support from WCED.
- **Youth (18-25 years):** Through youth service programmes like EPWP and partnerships with institutions such as NorthLink College, Chrysalis Academy and Waves for Change. These initiatives enhance employability, entrepreneurship, and leadership skills and overall wellbeing of youth.
- **Adulthood (25-60 years):** The promotion of lifelong physical activity through recreational programmes, is aimed at enhancing physical wellbeing and reducing stress. It also supports skills development and employment opportunities, helping adults gain qualifications and improve economic wellbeing, contributing to community development.
- **Senior Citizens (60+ years):** DCAS offers specialized recreation and cultural activities that promote physical, mental, and social wellbeing, reducing isolation.

h. Major Events: Fostering Unity

DCAS aims to leverage major events to foster social cohesion and nation-building. By promoting these initiatives, we enhance the social wellbeing of communities, ultimately contributing to the development of active, resilient, and engaged populations across all life stages.

i. Gender-Based Violence and Femicide (GBVF) Strategy

DCAS is committed to advancing the wellbeing of women and girls by integrating gender equality and safeguarding measures into all its programmes, with a particular focus on the prevention of Gender-Based Violence and Femicide (GBVF). As a key participant in the provincial GBVF Forum, DCAS advocates for behaviour change across its sport, arts, culture, heritage, libraries, archives, and youth programmes, submitting quarterly reports to the Department of Social Development to ensure alignment with the GBVF prevention plan.

The Women in Sport Programme empowers women through leadership development, capacity building, and exposure to all aspects of sport and recreation. Safeguarding in sport remains a primary focus, with DCAS leading initiatives across all districts in the Western Cape, particularly targeting young girls in rural and farm areas. In collaboration with the Department of Sport, Arts, and Culture (DSAC), DCAS has refined the Women in Sport Policy and partnered with the Western Cape Safeguarding Commission and district sport councils to implement protective policies for marginalized groups.

Additionally, gender equality is embedded in DCAS's Arts, Culture, and Heritage programmes, where the Annual Funding Instrument prioritizes projects that promote the empowerment and inclusion of women. This extends to Libraries, Archives, and Youth Programmes, where gender-focused initiatives are implemented to uplift women and girls, providing them with access to educational, cultural, and leadership opportunities.

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

To further strengthen its efforts, DCAS is expanding support for mentorship opportunities for women athletes, artists, and cultural leaders, while fostering partnerships that offer scholarships for young women in sports and cultural education. DCAS is also developing community-based support networks for survivors of GBV, ensuring that its interventions create safer, more inclusive environments for women and girls across all sectors.

Other key strategic interventions include:

- **Empowering Communities through Education:** DCAS leverages libraries, oral history, and arts programmes to amplify community voices, encourage lifelong learning, and provide pathways to mastery in sport and the arts. Initiatives such as the MOD Programme, and YearBeyond help youth develop a sense of purpose and create future opportunities.
- **Access to Information and Literacy:** The Rural Library Connectivity Project ensures communities have free internet access for online education and job applications, while partnerships with the Department of Education promote literacy and a culture of reading. Archives Services provide educational resources, access to information for researchers, and training in records management, contributing to public knowledge and empowerment.
- **Youth Development and After-School Safety:** DCAS provides safe, structured after-school environments, reducing risks for youth through after-school programmes like Recreation and MOD, which promote healthy lifestyles and sports participation. The YearBeyond programme empowers NEET youth with work experience and skills, supporting their transition into employment or further education.
- **Arts and Culture as Tools for Social Cohesion:** DCAS supports the creative arts by providing capacity-building opportunities for youth, training for emerging artists, and fostering the development of regional cultural identities through festivals, events, and the preservation of traditional art forms. These initiatives promote empathy, tolerance, and social cohesion while informing local tourism and economic strategies.
- **Community Arts Centres:** The Western Cape Community Arts Centre strategy strengthens community wellness and social cohesion by supporting arts infrastructure, capacity-building, and community-based arts development, contributing to safer, more vibrant communities.
- **Customary initiation:** The Department of Cultural Affairs and Sport (DCAS) is deeply committed to preserving and protecting the cultural practice of customary initiation, ensuring that it is carried out in a safe, respectful, and healthy manner. Recognizing the cultural significance of initiation in many communities, the department's foremost priority is the wellbeing and safety of young initiates. Our strategic goal is to achieve zero fatalities and zero health complications during the initiation process, upholding the integrity of this vital rite of passage while safeguarding the lives of our youth.

**Departmental Contribution to PSP Portfolio for 2025-2030:
EDUCATED, HEALTHY AND CARING SOCIETY (EHACS)**

- Cultural and Language Inclusion: The department advances the use of indigenous languages and promotes the three official languages of the Western Cape, including South African Sign Language, enhancing social inclusion and cultural warmth.
- Heritage and Museums: Through museums, educational programmes, and exhibitions, DCAS empowers visitors with knowledge about heritage and fosters moments of reflection and personal growth, reinforcing a sense of belonging.

**Departmental Contribution to PSP Portfolio for 2025-2030:
INNOVATION, CULTURE, AND GOVERNANCE (ICG)**

The department is committed to advancing our enhance service delivery and meet the evolving needs of residents. By embedding innovation and digital transformation across all operations through ICT initiatives, we aim to drive efficiency, responsiveness, and integration within public to ensure that services are people-centred, accessible, and adaptive. Among our key focal areas include:

Innovation for Enhanced Efficiency and Responsiveness

Embedding innovation in all areas of service delivery, DCAS will continue to focus on digital transformation to improve operational efficiency. Key initiatives include the continuation of digitisation of archival records, utilising Access to Memory (AtoM) for records arrangement and description to enable more collections to be available to the public; the rollout of the comprehensive Enterprise Content Management platform to assist departments to achieve better control of documents and records management. Forward-looking solutions like online exhibitions and the archives website will enhance public access to government records and cultural heritage, making services more efficient and responsive to citizens' needs.

Ease of Doing Government for Efficient Service Delivery

Key initiatives include the online receipt of heritage applications, the use of QR codes for easy access to messaging groups, and live updates via social media platforms. These innovations ensure that stakeholders can navigate government processes with greater ease and efficiency. Furthermore, virtual tours, online exhibitions, and the archives web portal will provide remote access to government services and cultural resources, enhancing public engagement and transparency.

Public access to cultural facilities will be enhanced by introducing an online booking system and online application processes for annual funding in the arts and sport sectors. These platforms will simplify engagement with government services and improve the overall customer experience, aligning with the goal of ease of doing government.

A Database for Customary Initiation records management

DCAS is committed to ensuring that customary initiation is safe, respectful, and healthy, aiming for zero fatalities and health complications. Phase 1 of the electronic application system for initiation schools has been developed and is currently in the testing phase. This system aligns with ICT priorities, streamlining the application process and maintaining a comprehensive database as mandated by Section 2 of the Customary Initiation Act. The database will be implemented in a phased approach to support the Provincial Initiation Coordinating Committee in executing the Customary Initiation Act effectively.

Promoting Sport Innovation and E-Sport Development

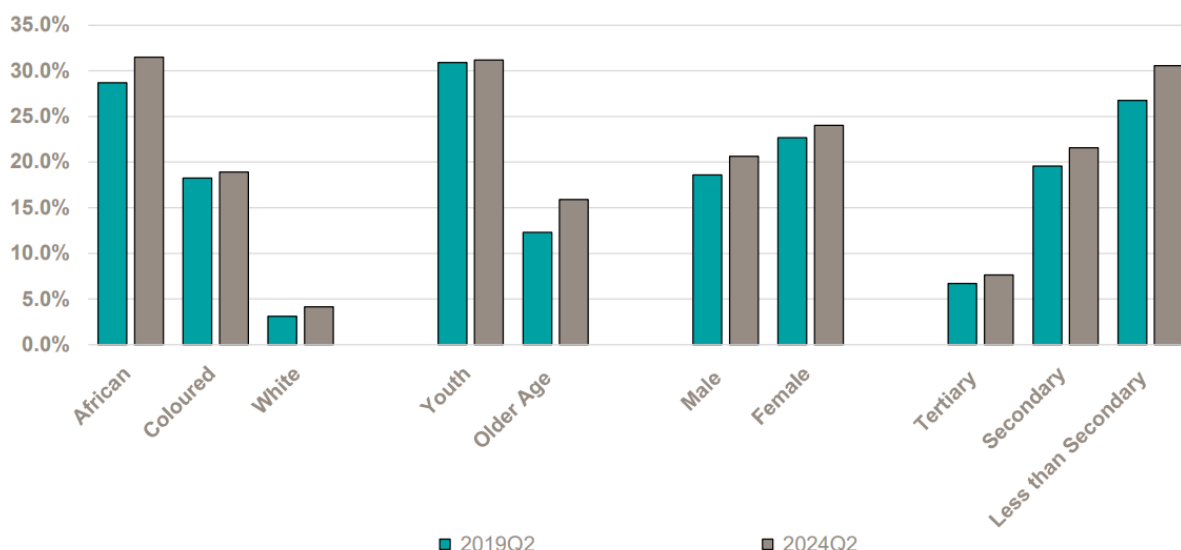
DCAS will continue to explore innovations in sport development, including partnerships with communities and federations to promote e-sport across the province. This focus on digital sports engagement responds to the evolving needs of communities and supports inclusive service delivery.

Leveraging Technology to Improve Literacy and Learning

DCAS will increase electronic resources and expand the use of volunteers in libraries to foster a culture of reading and learning. By introducing eBooks and audiobooks, public libraries will evolve into multi-purpose community hubs, providing convenient access to learning materials, and bridging the digital divide through projects like the Rural Libraries Connectivity Project. This aligns with our digital innovation strategy by making information more accessible and enhancing digital literacy across communities.

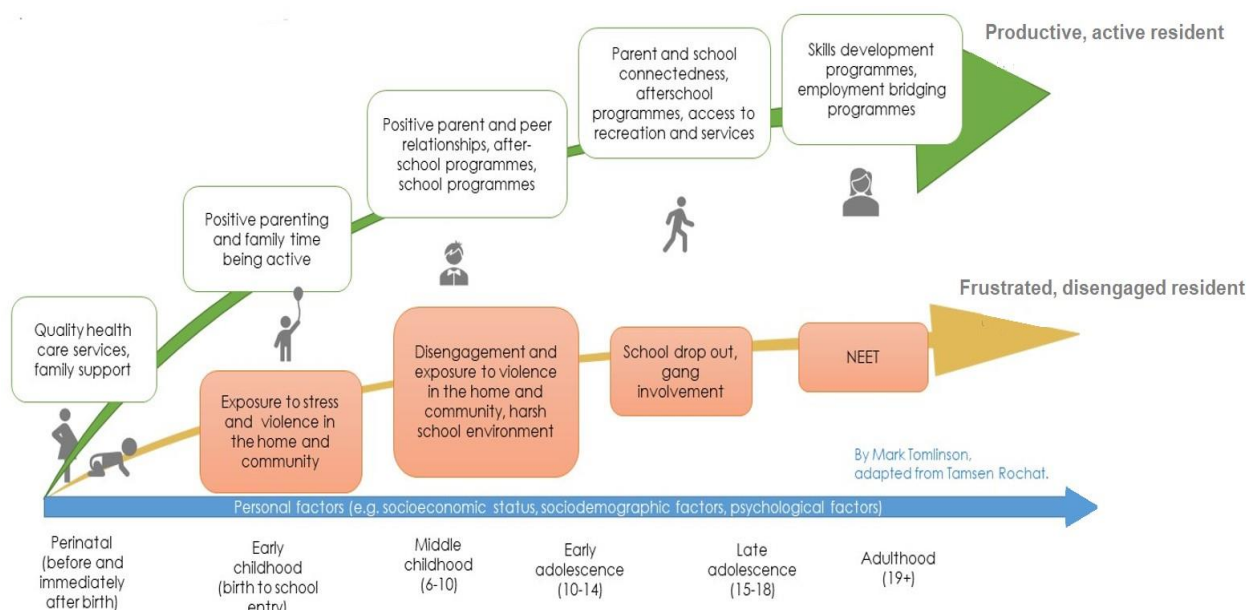
The Department's programming decisions in implementing the Provincial priorities respond to the socio-economic context in the Province. Youth remain vulnerable in the market with an increase in the number of youth not in employment, education and training (NEETs), and unemployment is most pronounced amongst youth. Unemployment is higher for those with lower levels of education, and higher for those without matric as compared to those with a degree. This context is illustrated in the graphs below:

Western Cape unemployment rates per cohort, 2Q2019 - 2Q2024



Source: PERO (Provincial Economic Review and Outlook) 2024

DCAS interventions are based on an early intervention approach in which the Department aims to broaden access to protective factors and intervene early on in people's lives in order to put them on a path to becoming productive, active citizens, as illustrated below:

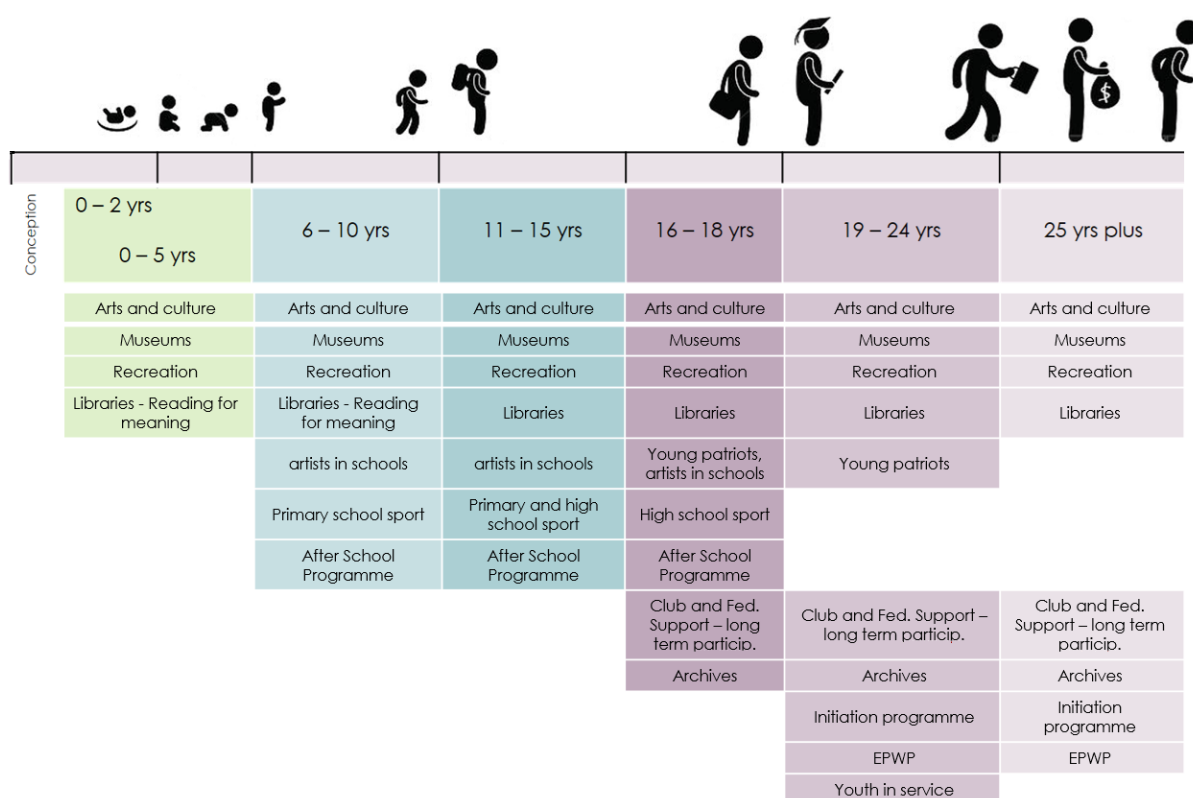


The Department is committed to ensuring a continuum of support to reduce risk. This includes a specific focus on ensuring children have access to books from birth.

The 2021 Progress in International Reading Literacy Study (PIRLS) showed that not only is it true that 81% of South African Grade 4 children cannot read for meaning or retrieve basic information from a text to answer simplistic questions, but it is also true that almost all those children are from poor communities where they do not have access to reading material at school or at home. The National Reading Barometer found that 63% of households do not have access to reading material in the home and 65% of homes with children under the age of 10 do not have a single picture book.

The first step in addressing these issues is changing the way we see education. Learning is not limited to what our children experience at school between 8am and 2pm. Rather, it occurs within the context of a full life, one in which children are exposed to a very broad 'curriculum' and so experience multi-dimensional stimulation. This includes learning the lessons of teamwork and resilience on the sports field or performance stages, survival while camping in nature, igniting curiosity through visits to different places and hearing stories about other people – creativity is sparked by seeing new and different things. This is how curious, independent-thinking, collaborative, and socially aware and engaged individuals are nurtured and developed. It is the composite effect of these experiences that resourced children benefit from, and results in a four-to-six-year education advantage between them and their under-resourced peers (After school research symposium overview 2019, Stellenbosch University).

The PSP also takes a life-course approach to people-centric delivery by considering the changes that need to happen throughout the lives of citizens. The Educated, Healthy and Caring Society portfolio in particular, includes outcomes for individuals at the different stages of their lives. In contributing to the EHACS portfolio, the Department also provides services for every phase of an individual's life cycle, as demonstrated below:



Western Cape Youth Development Strategy:

The Western Cape Youth Development Strategy aims to provide more support, opportunities and services for all young people to better engage with their environment and become responsible, independent and stable adults. The aim of the strategy is for the youth in the Western Cape to be inspired, educated, responsible, independent and healthy individuals that have productive personal, family and social relations by the age of 25. The strategy is centred on the five pillars below:

PILLAR	OBJECTIVE	PROGRAMMES
Family foundations	To have a critical mass of parents with effective parenting skills and support networks to support positive youth development	<ul style="list-style-type: none"> Family and parenting support Health and psychosocial services Health literacy Community role models ambassador programme
Education and training	To ensure youth are literate, numerate and prepared for life and work	<ul style="list-style-type: none"> Quality education School retention Structured after-school activities Skills development and intermediation Internet access to the public
Economic opportunity	To provide opportunities for youth to have expanded work and labour market prospects	<ul style="list-style-type: none"> Improved connections between youth and jobs and study through creating meaningful work experiences Subsidised work programme Employment intermediation services Financial literacy
Identity and belonging	To ensure youth are able to identify with positive influences in their lives which promotes a sense of belonging and agency	<ul style="list-style-type: none"> Peer support and networks Opportunities for sport, music, art and culture as a tool for development Youth spaces and networks Positive images of youth Leadership development Provision of access to records holding genealogical information
Reconnection opportunities	To facilitate the reconnection of youth by providing effective services and support to reconnect, strengthen resilience and enable positive development	<ul style="list-style-type: none"> Active programmes to engage disconnected youth Positive footsteps programmes Skills and work intermediation

The Department contributes to each of the five pillars of the strategy, in particular, Education and Training, by providing structured after-school activities and reading programmes; employment opportunities through YearBeyond, Recreation, School Sport, MOD programme, Club Development Programme, Sport Academy System and Sport Events; and identity and Belonging, by providing opportunities for service, recreation, sport, music, arts and culture for positive peer networks and pathways. The parental programmes and ECD work contribute to strong foundations. The work with children not in school or at risk of dropout via YearBeyond @home programme provide opportunities for reconnection.

a) Child-focussed interventions

Public libraries play an important role in supporting the information, educational and literacy needs of young people in their communities. While this is something libraries have always done, these days the nature and breadth of library services are changing to reflect new, different and growing needs of children and youth. As computers have grown more important in daily lives, libraries have responded accordingly. For those who don't have access to computers at home or in school, the library is often their only opportunity to learn how to operate one, familiarise themselves with various software programmes, and get an introduction to the internet.

Public libraries are popular gathering places for children and youth after school, supplying answers to reference questions and meeting research needs. Some are coming for help with homework, while for other young people, the public library offers a bridge from the structure of

formal education to the self-direction of lifelong learning. It is a resource for information on career opportunities and job training, as well as all types of personal interests and pursuits.

Through its youth and after-school programmes, the Department plays a crucial role in improving equitable access to broader education by providing structured support that complements in-school learning. These programmes are designed to bridge gaps, particularly for children from marginalized or underserved communities, ensuring that they have the same opportunities to succeed as their peers.

A core feature of the Department's initiatives is the creation of safe spaces for children to gather after school. These spaces offer more than just a secure environment - they provide a structured setting where children can engage in positive, productive activities, reducing their exposure to harmful influences such as crime, substance abuse, or risky behaviour. This approach also helps alleviate pressure on working parents, ensuring their children are well-supervised and engaged in meaningful activities during critical after-school hours.

Moreover, the Department's programmes offer children the chance to discover and pursue their passions, whether in sport, the arts, or other creative and recreational activities. These opportunities allow youth to explore their interests, develop their talents, and gain confidence in their abilities. For many, this could lead to the development of new skills, the pursuit of further education, or even future professional opportunities.

By focusing on holistic development, the Department not only enhances children's academic and personal growth but also fosters social cohesion, giving them the tools they need to thrive in life and become active, engaged members of their communities.

b) Youth-focussed interventions

In line with the Western Cape Youth Policy outlined above the Department of Cultural Affairs and Sport is committed to mainstreaming youth development in all of its services and activities. Youth are our future and need to be a priority target audience for our work.

Youth have been prioritised in the following way by DCAS:

- Investment in rolling out various literacy and reading programmes for children in ECD centres, schools, libraries and communities through its Library Services and YearBeyond. These are aimed at building a culture of reading and improving reading for meaning by the age of 10.
- Investment in whole child development with a focus on ensuring children are exposed to a range of sporting, art and cultural activities and supported to find and pursue their passions through After School Programmes including MOD, NHS, and YearBeyond.
- Investment in building youth's sense of belonging by creating "positive peer groups" through sport, arts, culture and giving youth access to heritage resources via our museums and community facilities.
- Youth are empowered to develop mastery in both sport and the arts, helping them hone their talents and build confidence. These programmes not only foster personal growth but also open pathways to professional opportunities in the sports and creative industries, contributing to economic opportunities for young people.

- In partnership with WCED, MOD Centres and YearBeyond school sites ensure that youth receive essential nutritional support, enabling them to actively participate in physical and academic activities. This holistic approach helps improve both physical health and cognitive function, ensuring young people are equipped to succeed.
- Recognizing the rising importance of mental wellbeing, DCAS integrates mental health-focused programmes aimed at promoting emotional resilience, stress management, and coping mechanisms. These initiatives help youth navigate the challenges they face, leading to improved mental health outcomes, reducing the risk of suicide, and supporting them in becoming more productive, engaged members of society.
- DCAS actively provides safe, positive environments for youth through its centres, programmes, and partnerships. By offering access to sport, recreation, and cultural activities, the department plays a key role in reducing youth exposure to violence and crime, contributing to safer, more cohesive communities. These safe spaces also provide a refuge for youth dealing with social challenges.
- DCAS places a strong emphasis on leadership training and personal development through initiatives like Youth Camps and strategic partnerships with institutions such as Chrysalis Academy. These programmes equip young people with life skills, leadership abilities, and the resilience needed to overcome socio-economic challenges. Youth are empowered to become role models and future leaders within their communities.
- In collaboration with partners, DCAS provides access to skills development and employment opportunities. Programmes like EPWP and partnerships with institutions such as Northlink College, Chrysalis Academy, and Waves for Change improve the employability of young people, helping them transition into the workforce and achieve economic independence.
- Through collaboration with the WCED, the MOD Programme and other initiatives provide structured after-school activities that support academic success. These programmes help improve retention rates and prevent dropout, while fostering positive behaviours that steer youth away from risky activities.
- DCAS supports youth by facilitating access to economic opportunities through career clubs, vocational training, and entrepreneurial initiatives. These programmes ensure that young people are better prepared to enter the modern workforce and actively contribute to the provincial economy.
- In addition to mental wellbeing, DCAS promotes physical health by encouraging participation in sport and physical activity. The department also ensures that critical health services, such as nutrition programmes and HIV awareness, are incorporated into its youth development initiatives, promoting holistic wellbeing.
- Opportunities for youth to gain work experience are maximised through a combination of youth service opportunities, EPWP and other public works programmes, and partnership programmes.

The Department continuously works to extend and expand its services to youth and reviews its youth development work annually. In addition, the Department champions the transversal youth development programme which includes ensuring:

- The norms and standards are adopted Provincially
- Every department reports on their progress of aligning programmes to the norms and standards
- Every department reports on its contribution to the transversal youth indicators quarterly.

Finally, the Department has, via YearBeyond, partnered with Chrysalis to set up 'On-the-Pulse' a youth multi-media hub to amplify youth voices.

Western Cape Climate Change Response Strategy 2014 (Revised 2022)

The Western Cape Climate Change Response Strategy 2014 is a coordinated climate change response for the Western Cape Province, to guide the collective implementation of innovative projects and the search for opportunities that combine a low carbon development trajectory with increased climate resilience, enhancement of ecosystems and the goods and services they provide, as well as economic growth and job creation. The focus of the Strategy is on pragmatic, locally implementable, programmatic approaches to address integrated climate change responses.

While the Department is not directly responsible for actions outlined in the Strategy, the Department will initiate and/or continue to implement various adaptation initiatives to save water. This includes water-saving in all of the Department's staff offices, and at the Department's various facilities such as museums, archives, and sport and cultural facilities. The Department, in collaboration with WCED, sport federations and other partners will raise awareness on the impact of climate change on the sport and recreation sector. By adopting sustainable practices, such as resource-sharing initiatives and reducing waste, sport clubs and federations can significantly lower their carbon footprint. Green initiatives, particularly within the events sector, are crucial in promoting sustainability. This not only helps protect the environment but also preserve natural resources essential for the long-term viability of sport and recreation. Sustainable actions contribute to healthier playing environments, reducing operational expenditure, and increased future costs, and increased community engagement, ensuring the future of sport and recreation remains resilient in the face of climate change. The roll out of ECM digitisation enablement, eliminates the need for paper-based documents which contribute to mitigation efforts. The Department has supported various municipalities with the cost of drilling and pumping, and water tanks/reservoirs to allow sport to continue. Through its Arts Grant Programme, the Department will continue to strengthen the role that arts and culture plays in sustainability strategies and environmental education through forum theatre and industrial theatre.

Changing weather patterns and increased changes in climate stressors such as rising temperatures, precipitation, humidity, winds and fire can impact cultural landscapes, scenic routes, heritage sites, and sites associated with traditional practices. Such impacts would potentially lead to physical damage to resources and may have an impact on the delivery of services. The Department recognises the importance of preserving the Western Cape's rich cultural heritage which includes intangible heritage, such as sacred sites and initiation sites. The Department sees the value of working with stakeholders across the Province to determine best practice for conservation management of sites. The work of its entity, Heritage Western Cape, to conserve and manage significant heritage resources in the Province, contributes to the strategy.

There is existing legislation such as the National Heritage Resources Act, No. 25 of 1999 and the National Environmental Management: Protected Areas Act No, 57 of 2003, which provides for the management of natural and cultural heritage resources. In this regard, the development and implementation of conservation management plans are in place for sites such as Diepkloof Rock Shelter on the West Coast and Pinnacle Point Site complex on the Southern Cape coast. These are declared UNESCO World Heritage Sites. These sites have comprehensive integrated conservation management plans which addresses environmental risks and provides mitigation measures. For example, with the risk of fire at Diepkloof Rock Shelter, the establishment of fire break will assist in mitigating the risk and scale of damage. Increased precipitation, relevant to Pinnacle Point, requires maintenance of diversion channels and the establishment of new conservation measures on site for archaeological excavations. Programmes of the entities, Heritage Western Cape and the Cultural Commission support the endeavours of the Department to raise awareness on the importance of sustainable management of cultural heritage resources across the Province.

The Department's mitigation and adaptation initiatives are tabulated below:

Mitigation	Adaptation
Green buildings e.g., libraries	Protect archives building/collection
Recycling (internally and libraries)	Synthetic sport fields
Non-water-based sport focus	Shared facilities with solar power and water harvesting

SECTOR POLICY CONTEXT

The following policies and legislation are expected to have an impact on the delivery of the Department's services:

- The South African Public Library and Information Services Bill, 2019

The National Cabinet approved the publication of the South African Public Library and Information Services Bill of 2019 for public comment. The Bill seeks to address transformational issues in providing public libraries to communities particularly to previously disadvantaged communities. It also promotes cooperative governance and coordination across the three spheres of government regarding public library and information services. The National Department of Sport, Arts and Culture presented the costs of implementing the Bill to the National Treasury (joint meeting of national and provincial treasuries) on 17 January 2020. National Treasury indicated that due to the current financial constraints it is recommended that the implementation of the Bill be delayed. DSAC has subsequently taken the decision to delay implementation.

- Review of the National Archives and Records Service of South Africa Act, No. 43 of 1996

The review of the National Archives and Records Service of South Africa Act, No. 43 of 1996 which commenced in 2023/24 financial year will have a significant impact on the role and scope of the Provincial Archives and Records Service.

- Revised White Paper on Arts, Culture and Heritage

The revised White Paper was approved by Cabinet in 2018 following a Socio-Economic Impact Assessment conducted by the South African Cultural Observatory. It sets out policy objectives underscored by the strategic value of arts, culture, and heritage. It sees the seamless integration of the NDP, the Social Cohesion and Nation Building Strategy that informs the vision and strategic objectives of the Department.

- National Sport and Recreation Plan

The National Department will continue with its review of the NSRP in 2025/26.

Underpinning every initiative is a steadfast commitment to the NSRP, ensuring that policy frameworks and strategic directives remain in harmony with the broader national agenda. Through rigorous policy alignment exercises, case studies will vividly illustrate the transformative power of sport, both in fostering community development and nurturing athletic talent. By meticulously crafting provincial implementation strategy documents, the Western Cape will meticulously outline its path towards realizing NSRP objectives, integrating SMART targets and delineating clear governance structures to guide its journey.

With the NSRP as its guiding star, programme development endeavours will be imbued with a spirit of responsiveness and adaptability, catering directly to the needs and aspirations of beneficiaries across the province. Each programme will serve as a testament to the NSRP's ethos, championing inclusivity, excellence, and sustainability. From Recreation initiatives formalizing Indigenous Games structures to School Sport programmes fostering talent identification and development in alignment with NSRP principles, every endeavour will contribute to the broader vision of a more active and engaged citizenry.

LOCAL GOVERNMENT CONTEXT

The Department continues to strengthen its role in the provincial JDMA and its various provincial platforms of engagements. The provincial JDMA ensures aligned planning to limit duplication, extend service footprint and ensure that communities have access to government services. These platforms guide DCAS's aligned planning with national and local government and through its managed network model it has strengthened its partnerships with various stakeholders in all Districts regarding specific services, e.g., libraries, regular sport meetings, and archives and records management services. The Department supports the following priorities through its services: infrastructure management; institutional governance; citizen interface; intergovernmental planning alignment, data management and partnering/partnerships/shared services.

The Department has district sport offices in each District and seven regional library offices across the province, ensuring joint planning and implementation between the Department, local municipalities and other local stakeholders. The collective effort has achieved greater impact with regards to increased and sustainable participation in our programmes.

The Department takes an asymmetric approach to the spatial distribution of service delivery, based on need and carrying capacity of municipalities.

2. Updates to Institutional Policies and Strategies

2.1. Institutional Approaches

Managed Network Model

In some instances, the Department executes its mandate in partnership with other government or non-governmental organisations and the department has adopted a Managed Network Model for this purpose.

Due to the devastating impact of the pandemic on government budgets, the fiscal future of the country and the Province is bleak. Our operational budget going forward will be severely affected and so will our allocations for CoE. Our resources, both human and financial will not be able to meet the demands of the new norm.

We have adopted a “managed network” institutional model which consist of partner organisations, institutions, and bodies with whom DCAS has (or should have) formal agreements that contribute towards delivering on the DCAS mandate. The managed network relationships must be focused on outputs (not organisations) – including strategic plans and joint agenda setting – involving direction and leadership from DCAS and formalised by way of agreements.

The managed network includes broader knowledge networks and communities of practice which DCAS leads and/or in which DCAS plays a highly influential role, and which contribute directly to the delivery of the DCAS mandate. The managed network does not include knowledge networks where DCAS merely participates or advises. The purpose of the managed network is to allow DCAS to achieve its strategic goals and objectives, not through undertaking all the necessary functions in-house, but rather through developing a set of structured relationships with a range of strategic partners in the public, private and NGO sectors.

In addition, the managed network allows DCAS to harness and engage with the extensive range of arts, culture, sport, recreation and heritage expertise in South Africa and the province, as well as to draw on organisations who may not currently see themselves as directly involved in our sector but who have relevant knowledge, skills, and experience to contribute to achieving goals of the sector. The aim is to encourage greater efficiency in mobilising the creative and sport economy using scarce fiscal resources, to improve sharing of information and knowledge, and to harness South Africa’s cultural diversity-capacity towards the objectives of NDP, the MTDP, and the PSP.

The Department has a service delivery footprint throughout the Province, via its libraries, museums and its various facilities for arts, culture, sport, and recreation.

The Department's implementation of its policies and strategies will be underpinned by the following approaches:

Innovation

DCAS aims to maximise its impact by ensuring that programmes serve multiple objectives. One such innovation is dual purpose programmes. For example, most public libraries serve as dual-purpose libraries to assist with shortages of school libraries, while also serving the surrounding community. The majority of existing rural public libraries, as well as all new libraries planned and

built, are situated in close vicinity of one or more schools, enhancing their dual-purpose role as school/community libraries. In YearBeyond, the Department is providing a first work experience and at the same time closing the reading gap. The Yeboneers deployed in public libraries is a successful project that assist the public with access and addresses the digital divide. As part of their outreach, many libraries are creating digital content and use social media.

The demand for online reading steadily increased over the course of the last few years and is now part of the offering at Western Cape public libraries where library patrons can borrow electronic and audio books from the comfort of their homes or virtually any place. All Oral History recordings are also now available for anyone to access from YouTube.

The Department is also continuously innovating in its Archival services. This includes continuous digitisation of Archival records. Another innovative programme includes the use of Access to Memory (AtoM) which is a web based archival description software which will make it easy for Archives to capture and publish the Archival holdings online. This, together with the implementation of the Archives website, will enhance online access to archival records. Public awareness programmes and exhibitions will be presented online. Electronic records management training courses will continue to be offered to enhance electronic records management. Records Management and Registry Clerks training is provided online. The Archives and Records Service will continue to support the online Registry Clerks Course which is presented in collaboration with the Department of the Premier. Implementation of an online training platform will enhance this training programme. Archives will introduce services for the blind and visually impaired clients.

The Department won a bronze award at the 2022 WCG Service Excellence Awards for YearBeyond and was awarded silver in the National Public Service Awards for the same programme.

DCAS has taken an innovative approach, where the Department harnesses the transformative power of sport, recreation, arts and culture programmes as vehicles for the holistic development of communities that foster:

- A profound sense of belonging;
- A strong identity rooted in community values;
- Social inclusion, where diversity is celebrated;
- A commitment to lifelong activity—building an "Active Nation"; and
- A cultivation of a winning mentality—forging a "Winning Nation."

This approach targets the development of pre-school and school-going children (ages 3 to 18) across communities in the Western Cape. It emphasizes a continuous developmental journey from early childhood to adulthood, focusing on personal mastery and growth through play, physical education, recreation, and career-oriented pursuits.

At the heart of the programme is the shared-facility approach, where upgraded school-based facilities serve schools and the broader community. These safe, inclusive spaces foster engagement in a wide range of recreational and educational activities.

Strategic partnerships with schools, community organizations, local governments, NGOs, and the private sector bring additional expertise and resources, ensuring the programme's

sustainability and broad reach. Collaborating with tertiary institutions further enriches the youth's access to developmental opportunities.

Through life skills development, positive social messaging, and strong partnerships, the programme offers a 15-year pathway, empowering youth to become well-rounded, patriotic citizens connected to their communities. This holistic, community-driven approach not only transforms individuals but strengthens the social fabric, creating lasting positive change.

An innovative aspect of the Department's work with Sport Federations has been the inclusion of civil society in annual monitoring evaluation meetings with Federations. This promotes accountability, oversight and inclusive participation.

The Department utilises online transfer funding application processes for sport federations and arts and culture organisations and will continue to refine the processes in the 2025/26 financial year. The Department makes use of an online visitors register for affiliated Museums. The online register allows visitors at museums to sign in using a smartphone, tablet or personal computer. All statistics are then automatically submitted to the centralised online visitor register.

The Department of the Premier's Innovation for Impact initiative is supporting the use of Design Thinking in public libraries, making them more adaptable, user centric, and future fit. They facilitated a partnership with the Western Cape Library Service and the University of Cape Town's Hasso Plattner School of Design Thinking Africa on an innovative problem-solving approach through the Foundation Phase Design Thinking challenge. With the Wellington Library in the Drakenstein Municipality as a pilot site, this user-centred methodology was applied to encourage experimentation, build creative confidence, and embrace an innovative future. This project laid the foundation for future collaboration and partnerships with the Design School in the quest to enhance services and meet the evolving needs of communities.

DCAS is embarking on the consolidation of the management of its service points to maximise efficiency and improved access.

The online booking system was enhanced for reservations at any of the seven Cultural facilities available to communities where programmes, conferences or sessions addressing aspects of wellness could be presented.

The online arts funding application system was implemented in 2021/22 making funding available for arts organisations, individuals and arts companies within the province.

Finally, evidence suggests that youth who are economically active for 24 – 36 months are unlikely to return to being NEET. Most programmes cannot afford to support youth for this extended period. Therefore, the Department has piloted innovative outcomes financing mechanisms which provides funding to partners in the YearBeyond social franchise network who support their Alumni to remain economically active 12- and 24-months post-exiting YearBeyond.

Evaluative evidence base

The Strategic Plan reflects the use of an evaluative evidence base, particularly through alignment with historical evaluations in areas such as youth development, libraries, arts, and

cultural programming. Evaluative evidence also underpins initiatives like the After School Programme, YearBeyond, and arts and culture funding mechanisms.

Whole of Government Approach (WOGA) and Whole of Society Approach (WOSA)

DCAS has adopted a collaborative Whole of Society Approach in its work and has brokered partnerships in the arts, sport and youth sectors. By leveraging the collective strength of partners, DCAS has been able to expand its footprint, mobilise organisations around a common vision, and share costs with the non-governmental sector.

The Whole of Society Approach (WOSA) is a transversal community-based planning approach aimed at understanding and addressing the socio-economic challenges “inside” of the community, rather than the general challenges “of” a community, acknowledging that each community has its own unique challenges.

The Department and Heritage Western Cape are formal members of the Problem-Driven Iterative Adaptation (PDIA) and Fixed Capital and Property Development (FCPD) Team. The team jointly tackles challenges across government focussing on job losses and declining economic activity in the construction and property development industry in the City of Cape Town Metropolitan Area.

The Department also has a strong working relationship with WCED regarding School Sport, MOD Programme and the shared facilities. This includes the district, provincial and national summer and winter games, feeding programme, physical education programme and operational management of the shared facilities. The programme has strong collaborative partnerships with Sport Federations and civil society.

Urban/rural service provision

All of the Department's services are offered in both urban and rural areas of the Province. Through arts, culture, and heritage programmes, the Department ensures the preservation of culture and heritage, and the promotion of arts in the rural districts with museums and arts facilities as nodes. The Department provides library service points in most of the very small rural communities (with populations of a few hundred people or more). Most of the small rural library centres are provided with free internet through the Rural Library Connectivity Project (RLCP). In many of these communities it is the only internet access available. To ensure blind and visually impaired people across the Province have access to reading material free of charge, the Department, in collaboration with the South African Library for the Blind, has rolled out 35 Mini Libraries for the Blind, spread across rural areas. The Department has sport and recreation offices in all six districts across the Western Cape. The offices are in Cape Town, Paarl, Vredenburg, Caledon, Oudtshoorn and Beaufort West, with two satellite offices in George and Vredendal. Through strategic partnerships, arts and culture development programmes are implemented in all rural districts.

Affiliated museums are situated across the Western Cape, with 24 of these museums situated in rural areas, contributing to the promotion of social inclusion and economic development in these areas. These museums include Beaufort West Museum, CP Nel Museum (Oudtshoorn), George Museum, Bartolomeu Dias Museum (Mossel Bay), Worcester Museum, Wheat Industry Museum (Moorreesburg etc.).

Through the Provincial Archives and Records Service, the Department continues to assist governmental bodies, including municipalities, to manage records to improve accountability and good governance. Transparency and accountability can only be achieved if there is a policy that guides the management of records. Proper records management helps municipalities to manage their information efficiently, fulfil their mandate, protect them from litigation, preserve their corporate memory and foster accountability and good governance.

The spatial footprint (sites) of the After School Programme is 55% metro and 45% non-metro. Various other sport and recreation, as well as arts and culture activities also take place in urban and rural areas across the Province. Here, participants, staff, and allocations are aimed at ensuring balance with regard to urban and rural development.

Gender, youth, and persons with disabilities mainstreaming

The Department continues to mainstream human rights perspective in its programmes. It is represented on the provincial human rights forum that provides guidance to all departments in improving its human rights mainstreaming programmes. DCAS uses its programmes to promote diversity of participation, advocate for behaviour change and bringing vulnerable individuals back from the social fringes.

Through its library services, DCAS fosters empowerment and behaviour change in relation to GBV by ensuring its books provide stories and information to its beneficiaries. The various libraries and its partners have outreach programmes which focus on women empowerment and promote Women's Month activities, Youth Month activities and 16 Days of Activism against GBV.

The Department is guided by the various public sector policies to comply with gender equity and mainstreaming. The harassment policy ensures that the department creates a climate free of sexual harassment and bullying. The HOD's 8 Principle Action Plan guides the department to strengthen its gender mainstreaming activities through training, advocacy, project planning and reporting.

In the After School Programme, more than half of the regular and consistent learners are girls. A gender equitable approach is taken with regard to Sport Development activities, projects, and programmes, e.g. Recreation Programme, MOD Programme, and School Sport Programme. Here, participants, staff, and allocations are aimed at ensuring balance with regard to gender. The Federations also offer sport for women and men, and junior girls and boys in every sport code.

The Department supports the Women and girl's programmes identified by sport federations. Six projects are identified annually across the Western Cape. In addition to this, Women and girl's programmes are supported which encompass:

- Capacity building
- Leadership and mentoring courses
- Technical official courses
- Development projects
- Safeguarding

Regular engagements will be held across the Province to discuss the barriers and initiatives outlined in the Women in Sport Policy Framework.

Through its youth service programme, YearBeyond, the Department places particular emphasis on linking NEET women with economic opportunities (With a target of 65%+ opportunities allocated to women) addressing the disproportionate burden of unemployment women face.

The Department continues to support Safeguarding within the Province through its programmes and projects. One of our deliverables within Women and Girls programme is a Safeguarding Policy which aims to protect the health and wellbeing, human rights of individuals, a focus on children and young adults. In 2019 South African Sport Confederation and Olympic Committee (SASCOC) established and implemented the National Safeguarding Policy for Sport. The department is working closely with the Department of Sport, Arts, and Culture (DSAC) to formalise the implementation strategy for the approved Women in Sport Policy Framework to further strengthen the role of women in sport. Safeguarding in sport has been a key focus in the development of women in sport, and the Department has taken the lead in championing this cause throughout all districts in the Western Cape. In collaboration with the Western Cape Safeguarding Commission and the district sport councils, the Department has been instrumental in the implementation and adoption of safeguarding policies aimed at protecting women and girls in sport.

The Women in Sport Programme is committed to the empowerment and development of women through leadership training, capacity building, and exposure to all aspects of sport and recreation. Special emphasis is placed on supporting young girls, particularly in rural and farm areas. In line with this commitment, the Department has prioritized budget allocations for programmes targeting women and girls and has been intentional about promoting the eradication of gender-based violence (GBV) through these initiatives.

To further enhance its efforts, the Department is focused on expanding support to mentorship opportunities for women athletes, coaches, technical officials and administrators.

The Department further supports persons with disabilities through the departmental programmes and the provision of annual funding for activities within the community.

The Department has funded an NPO which produces sheet music in braille for the visually impaired. This affords individuals an opportunity to read sheet music and expand their knowledge of music literacy.

Through its Arts Development programmes, the Department provides community-based dancers, musicians, writers and drama groups with platforms for training and performance opportunities that articulate relevant gender and youth issues.

The Department collaborates with stakeholder agencies in the deaf community to promote regular awareness of the deaf. The Department also has various programmes and initiatives that focus on women and youth in order to address the social and economic environmental challenges facing the social sectors in the communities.

The Department is represented on the provincial GBV implementation plan forum. This forum is led by the Department of Social Development and champions provincial efforts to eradicate

GBV. On a quarterly basis DCAS reports to the forum on its contribution to the implementation with a focus on behaviour change in communities.

Policy Trade Offs

The Department will improve the quality and reach of its programmes, rather than expand service offerings within the limitations of its budget. For example, the library service will not be expanded in the form of new libraries being built, but only upgrading of existing facilities will take place, and library programmes will attempt to reach more citizens for example via the eBook offering.

To expand the service, the Department would need additional funds for infrastructure, staffing and library material and an increase that will enable it to maintain the new expanded service. However, the average increase over the past five years has only been 1.2% as shown below, and this is why the Department has chosen to focus on service quality and reach rather than expansion. The Department is expecting a cut in the Conditional Grant for Community libraries in 2024/25 and 2025/26 that will further limit the services across the province.

Community Library Service Conditional Grant budget (2018/19 – 2024/25):

Percentage increase/decrease:

YEAR	%	
2018/19	3%	
2019/20	5%	
2020/21	-23%	COVID relief funding taken
2021/22	20%	Grant has not yet recovered to pre-COVID
2022/23	1%	Working with an actual decrease
2023/24	2%	
2024/25	4%	

The Department has reviewed its Constitutional and Legislative mandate, which has resulted in the following changes:

- 1. Legends awards – This event will only be held every three years.
- 2. The Sport and Recreation days - These were employee days used for sport and recreation which will now be incorporated into the Department's wellness programmes.

In addition, the holiday programmes were merged into our existing programmes around positive peer networks and existing partners will now also offer a holiday programme and there will be no call for holiday programmes. This both ensures the holiday programmes are not once off events and that we keep children who participate in after school programmes safe in the holidays as well.

2.2. Service Delivery Improvement Plan

The Department has a Service Delivery Improvement Plan (SDIP) which aims to ensure effective and efficient service delivery. A new SDIP will come into effect on 1 April 2025 and will focus on the work of the Department's Heritage Resource Management Service.

2.3. Planned Policy initiatives

In terms of section 156(1)(b) of the Constitution, a municipality has the right to administer any other matter assigned to it by provincial legislation. Provincial legislation is therefore necessary to assign a matter falling outside Part B of Schedule 4 and Part B of Schedule 5 to municipalities. DCAS is at an advanced stage of developing provincial legislation. The Western Cape Public Library Services Bill was published for public comment on 8 August 2024. The Bill aims to regulate the provision of public library services in the Province; to provide for the coordination of responsibilities for public library services; to provide for the registration of public libraries; to make provision for the assignment to Municipal Councils of certain functions of the Provincial Minister in respect of public libraries; to determine the functions of public library administrators; and to provide for matters incidental thereto. Currently, the Department has entered into Implementation Protocols in terms of section 35 of the Inter-Governmental Relations Framework Act, 2005 (Act 13 of 2005) and Memorandum of Agreements with individual municipalities based on principles of executive assignment.

The Museum Service is moving forward with the development of a draft Western Cape Museum Bill, aimed at providing a modernised framework for the governance and management of museums across the province. This legislative initiative seeks to enhance the operational efficiency, sustainability, and strategic direction of museums, ensuring that they remain vital cultural and educational resources. The proposed Bill will address contemporary challenges in the sector, streamline institutional governance, and promote inclusive access to heritage while aligning with national standards and best practices in museum management. This effort reflects the Western Cape's commitment to preserving its rich cultural heritage and fostering a deeper public engagement with the province's historical assets.

The Department, with the support of Heritage Western Cape, is committed to developing an updated Marketing and Communication Strategy aimed at improving public perception of heritage conservation in the province. This strategy will focus on raising awareness about the significance of heritage preservation, fostering a deeper appreciation for cultural and historical sites, and promoting active community involvement. By leveraging modern communication platforms and targeted campaigns, the initiative will highlight the value of safeguarding heritage for future generations while addressing misconceptions around conservation efforts. The strategy also aims to enhance visibility, inclusivity, and accessibility to heritage resources, ensuring that they resonate with diverse audiences across the Western Cape.

The Department will actively support Heritage Western Cape in engaging local authorities to take on a greater role in managing Grade III heritage resources, in accordance with the National Heritage Resources Act (NHRA). This collaboration aims to strengthen local capacity and ensure that municipalities are equipped with the necessary skills and resources to oversee the protection and conservation of heritage sites of local significance. By fostering partnerships with local governments, the Department seeks to decentralise heritage management, enabling more efficient and context-specific decision-making at the municipal level. This effort

is part of a broader strategy to promote the sustainable preservation of the Western Cape's diverse cultural landscapes while aligning with the legislative framework of the NHRA.

3. Updates to Relevant Court Rulings

Court Case	Reference	Impact on DCAS
<i>The Chairpersons' Association v Minister of Arts and Culture [2007] SCA 44 (RSA)</i>	Supreme Court of Appeal case no. 25/2006	This judgment sets out what constitutes adequate consultation with local communities and other stakeholders in respect of proposed changes to geographical names. DCAS and the Western Cape Provincial Geographical Names Committee established by the MEC are important role-players in the implementation of the relevant legislation, especially with respect to the facilitation of public consultation with stakeholders and communities. This judgment must be taken into account when processing changes to geographical names.
<i>Qualidental Laboratories v Heritage Western Cape [2007] SCA 170 (RSA)</i>	Supreme Court of Appeal case no. 647/06	This judgment confirmed the powers conferred on the MEC and Heritage Western Cape to impose conditions on a development in terms of section 48 of the National Heritage Resources Act, 1999.
<i>Top Performers (Pty) Ltd v Minister of Cultural Affairs and Recreation</i>	Western Cape High Court case no. 5591/05	This judgment had a profound impact on the appeal processes of the tribunals appointed by the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with Regulation 12 of PN 336 of 2003. DCAS and the MEC took corrective steps to ensure fair administrative processes and make provision for the admission of new evidence into the record of a tribunal process, as well as better compliance with the rules of natural justice in terms of the <i>audi alteram partem</i> maxim.
<i>Willows Properties (Pty) Ltd v Minister of Cultural Affairs and Sport</i>	Western Cape High Court case no. 13521/08	The applicant filed an urgent application in the High Court to compel the MEC to make a decision or, alternatively, to issue the Record of Decision in respect of an appeal lodged with the MEC in terms of section 49 of the National Heritage Resources Act, 1999, read with regulation 12(7) of PN 336 of 2003. The impact of the judgment on DCAS is that it must ensure that tribunals issue Records of Decision in good time. Corrective measures have been implemented.
<i>Waenhuiskrans Arniston Ratepayers Association and Another v Verreweide Eiendomsontwikkeling (Edms) Bpk and Others 1926/2008 [2009] ZAWCHC 181.</i>	Western Cape High Court case no. 1926/2008	The Court considered whether the South African Heritage Resources Agency or Heritage Western Cape have jurisdiction in respect of sites that have been graded by SAHRA as Grade 1 sites in terms of sections 35 and 36 of the National Heritage Resources Act, 1999. The Court found that, in such cases, SAHRA has jurisdiction. The implication of this judgment for DCAS is that the Department must provide legal assistance to Heritage Western Cape to interpret the legislation, and it must ensure that HWC acts within its legal mandate.

Court Case	Reference	Impact on DCAS
<i>The Louis Trichardt Chairperson's Association v the Minister of Arts and Culture and the Geographical Names Council of South Africa</i>	Gauteng Division of the High Court of South Africa 2014	The Court has set aside the name change of Louis Trichardt to Makhado following a settlement out of court between the parties. This has implications for how DCAS and the Western Cape Provincial Geographical Names Committee ensures that the necessary consultation processes are communicated and documented regarding proposed changes, standardisation or revisiting of a geographical name.
<i>Peter Gees v the Provincial Minister of Cultural Affairs and Sport, Western Cape, the Chairperson, Independent Appeal Tribunal, Heritage Western Cape, the City of Cape Town, City Bowl Ratepayers; & Residents' Association</i>	Western Cape Division of the High Court of South Africa no. 6205/2015	Conditions can be imposed in a permit for demolition of an existing structure older than 60 years in terms of section 34(1) of the National Heritage Resources Act (Act no. 25 of 1999).
<i>Piketberg Local Heritage Committee and Another v Liebco Vleishandelaars Edms Bpk and others (Heritage Western Cape 2nd Respondent)</i>	Western Cape Division of the High Court of South Africa No. 1103 2016	Application for review of a decision of HWC's Built Environment and Landscape Committee (BELCom). Permission was granted by BELCom to demolish a building on Erf 207 Piketberg. The Piketberg Heritage Committee applied to the High Court to review the decision as the provisions of PAJA were not complied with. The Court considered HWC's policy of requiring consultation only with registered conservation bodies and held that, as the decisions taken had the potential to affect members of the general public, broader public consultation was required.

PART B: OUR STRATEGIC FOCUS

1. Vision

A socially inclusive, creative, active and connected Western Cape.

2. Mission

We create an inclusive and equitable environment that facilitates access to opportunities in arts, culture, heritage, recreation, and sport for everyone. We promote mass participation as a pathway to personal wellbeing, health, lifelong learning, and excellence throughout the life-course. Through partnerships and sustainable, innovative delivery, we unlock the reader, artist and athlete within everyone, and build cohesive, curious, and empowered communities that contribute to a physically and psychologically safe society. We provide the building blocks for social cohesion, and the prevention of conflict, fostering hope, joy, and transformation in all we do.

3. Values



Together, the Department's vision, mission and values contribute to the wellbeing of the priority groups of youth, women, and persons with disabilities due to its focus on social inclusion and equitable service delivery.

4. Updated Situational Analysis

4.1. External Environment Analysis

POLITICAL ENVIRONMENT

Through its Managed Network Model, the Department continues to maintain collaborative interventions with municipalities particularly in the delivery of Public Library Services. Municipalities have historically been involved in, and still provide and manage, public libraries, with substantial cooperative support from the Department in the form of transfer payments to support the operation of library service points. The Department is fully funding 15 municipalities and supporting the remaining 10 municipalities through the Conditional Grant, the Municipal Replacement Fund and the Metro Library Grant.

The Department has Implementation Protocols in terms of Section 35 of the Inter-Governmental Relations Framework Act, 2005 (Act 13 of 2005) and Memorandum of Agreements with individual municipalities based on principles of executive assignment. In terms of Section

156(1)(b) of the Constitution, a municipality has the right to administer any other matter assigned to it by provincial legislation. Provincial legislation is therefore necessary to assign a matter falling outside Part B of Schedule 4 and Part B of Schedule 5 to municipalities. DCAS is at an advanced stage of developing provincial legislation.

Dissatisfaction with government services often leads to protests which sometimes impact the services of libraries, museums and other DCAS facilities. With respect to records management, the 2026 local government elections might have an impact in implementation of programmes due to possible changes in Municipality demarcation, amalgamation and name changes of some municipalities. These can affect arrangement and description and file plans. Continuous change of Accounting Officers in the municipal environment affects records management implementation and reporting.

ECONOMIC ENVIRONMENT

Over the past decade (2014 - 2023), the average GDP annual growth rate was a mere 0.8 per cent, insufficient to accommodate the increasing population and labour force, and inadequate to significantly reduce the country's endemic high unemployment rate. For the same period, the Western Cape economy had an average annual growth rate of 0.9%, the bulk of which was contributed by the Finance Sector (0.7%) with the Community Services, Government, Transport and Agriculture Sectors each contributing 0.1 percentage points. The outlook of the South African economy faces both global and domestic risks which include geopolitical risks, climate change and increasingly severe weather events, the energy crisis and possible resurgence of loadshedding, water crises requiring substantial capital investment to restore infrastructure, the quality of local governance and service delivery, and debt levels limiting government investment in infrastructure and services, posing fiscal risks (Provincial Economic Review and Outlook, 2024).

Over the past five years, overall employment in the Western Cape increased by 7.1%, and youth employment rose by 3.6% (Provincial Economic Review and Outlook, 2024). Nevertheless, unemployment rates remain high, and this strains consumer spending, reduces public resources, and escalates problems like crime and mental health issues. Many of Province's unemployed youth come from homes and communities characterised by socio-economic deprivation (i.e., poor living standards, low education outcomes, high unemployment rates, and poor health outcomes) and face limited opportunities post-school. The Department's Youth-Service programme, YearBeyond, aims to address this issue by creating opportunities for youth to engage in a meaningful work experience and access support to transition into a job or studies. A recent 5-year impact study found that alumni from YearBeyond are 10% less likely to be NEET than their peers of the same age.

The economic context and ongoing austerity measures limit the Department's ability to fully provide core functions that the Department is constitutionally mandated to do. Cuts of the Compensation of Employees budget have led to the inability to fund critical posts in an environment where demand for services is set to increase. The fact that delivery at DCAS is human resources driven further exacerbates matters. The economic impacts have also been felt by all sectors which the Department supports, with some key partners on the verge of closure. In response to limited financial resources, the Department will focus on strategic re-alignment for strengthened collaborations with relevant social and public sector institutions and initiatives to leverage resources for greater impact through the Managed Network Model.

The Department will also respond to the constrained economic environment with an increased focus on building strategic partnerships and fostering entrepreneurial development within the sport, arts, and recreation sectors. By promoting niche markets, such as the production of specialized equipment and attire for indigenous games, DCAS can stimulate local industries, drive job creation, and contribute to the province's economic resilience. These efforts will be pivotal in supporting the Western Cape's recovery and growth, particularly by harnessing the informal and creative economies to build a more sustainable and inclusive economic future.

Economic downturns or shifts in government priorities may lead to further budget limitations, affecting the ability to maintain public library resources, staff, and services even though high unemployment rates, particularly among youth, make libraries essential centres for job-seeking, skills development, and further education. Libraries serve diverse communities with different socio-economic status. In poorer communities, public libraries are essential as they provide free access to books, educational materials, and the internet, which people might otherwise not afford. However, in wealthier areas, private or school libraries might reduce dependency on public libraries.

Heritage conservation and promotion through Heritage Western Cape (HWC) and museums also play a crucial role in uplifting the economic environment of the Western Cape. By preserving and showcasing the region's rich cultural and historical assets, these institutions attract both local and international tourists, driving growth in tourism-related sectors such as hospitality, retail, and transportation. Additionally, heritage sites and museums create opportunities for job creation, skills development, and entrepreneurial ventures, particularly in marginalized communities. The promotion of heritage can also foster cultural pride and social cohesion, enhancing community resilience and encouraging sustainable economic practices that align with the protection of cultural resources. Through strategic partnerships, such as those with local artisans and businesses, HWC and museums contribute to the diversification of the local economy, ensuring a dynamic, heritage-rich landscape that benefits both residents and visitors.

SOCIAL ENVIRONMENT

The Census 2022 revealed that the Western Cape population grew from 6 million to 7.4 million people from 2011 to 2022 to become the country's third most populated province. Further growth in the province's population is expected to put additional pressure on the demand for the Department's services. The promotion of social inclusivity within communities remains an important task of the Department. As urbanised communities grow, cultural and heritage institutions have a vital role in raising awareness and developing a sense of belonging through inclusive narratives that reflect life experiences.

Public interest in the Country's history and heritage has included a keen interest among the youth in issues of interpretation of history and its relevance. This signals much potential for affiliated museums to assert their social significance within communities through dialogue on these issues, the provision of relevant programmes, and through an inclusive approach to service delivery. The Museums, Heritage and the Culture components will play an important role in ensuring that platforms are created for dialogue, which could open a space in which multiple narratives might coexist – repositioning heritage sites as dialogical places in which competing narratives can be mediated.

The Department will continue its archive awareness programmes, exhibitions and virtual tours in order to improve the understanding of the value of archival records, and the role of archives. There has been enthusiasm for the Oral History initiative and therefore this programme will continue. The elders in communities are generally the primary stewards of tradition and heritage who embody communities' culture. The oral history programme plays an important role in ensuring that fragile remnants of the past are preserved and protected.

Community unrest can lead to the destruction of the government infrastructure including arson of the buildings where records are preserved, to diminish the evidence thus creating gaps in records collections.

As communities recover from the social impacts of COVID-19, mental and physical wellbeing will be key enablers. The work that DCAS does is upstream in nature in that it prevents problems before they happen, or alternatively, it systematically reduces harm caused by those problems. Teaching children to swim for example is an excellent upstream way to prevent drownings, and being physically healthy is an excellent way to reduce the onset of noncommunicable diseases such as diabetes. To turn the tide and assist communities in improving their state of mental and physical wellbeing, the Department will shift its attention to understanding how it can make communities healthier and safer rather than asking how the Department can respond to the problems that make communities unhealthy and unsafe after they have occurred.

The Social Profile of Youth 2014-2020 Report by Statistics South Africa indicated that the youth face a high risk of being vulnerable to crime. Furthermore, young people have demonstrated a significant trust deficit with government and public institutions. The Department therefore accelerated its focus on youth development programmes in service, arts, culture, language, and the sport, recreation and after-school spheres. A recent impact study of YearBeyond alumni found that they are 45% more likely to be active residents contributing to civic life. Civil society has sport-related structures in all geo-political districts in the Province. The business of the Department is providing opportunity for all people to be included in constructive social activity towards creating the conditions for respect and tolerance in our society.

The Western Cape is home to diverse linguistic, ethnic, and cultural groups. Libraries need to provide resources in various languages, including Afrikaans, English, and isiXhosa, to cater to all communities. This requires careful planning of materials and staff training. The Western Cape has a large student population, including school children and university students, many of whom rely on public libraries for study materials and internet access. Libraries also play a key role in adult education and lifelong learning programmes. In many areas, there is a stark digital divide, where individuals in poorer communities may not have access to technology at home. Libraries fill this gap by providing free internet and computer access.

The Western Cape is facing rising social challenges, including youth mental health issues, social isolation, and a lack of social cohesion. Over the next five years, DCAS will focus on addressing these issues through its sport and recreation programmes, which serve as critical platforms for youth engagement, social inclusion, and mental wellbeing. A key priority will be supporting the development of resilient families and youth, with a focus on fostering positive relationships and creating safe, supportive environments.

DCAS will also prioritize tackling gender-based violence (GBV) by leveraging its programmes to raise awareness and promote safer, more inclusive communities. By expanding its initiatives to marginalized communities and integrating the power of culture and sport, DCAS will drive

greater social inclusion and cohesion. This holistic approach not only enhances individual wellbeing but also plays a key role in building strong, resilient families and communities. Through continuous engagement in healthy, socially enriching activities, DCAS will strengthen the social fabric of the province, positively impacting both families and youth.

TECHNOLOGICAL ENVIRONMENT

The Department accelerated its provision of online services following the COVID-19 pandemic resulted in limitations on social gathering and will continue to enhance enablement of online services.

The growth of technology offers new platforms to engage with citizens, and allows for the creation of more layered content, making it possible to continue updating interpretations of artefacts and events in history. It is also a less costly means to share histories without geographical barriers and allows the Department to do so in more than one language.

The digital environment is the fastest growing industry globally, and this is evident in the rapid growth of music streaming as well as digitalisation in literary arts. The demands and needs of the past year have accelerated our use of technology to better execute our mandate to remain relevant in this evolving digital environment. The annual funding cycle was transformed to an online process. This has streamlined reporting, data capturing and storage for future usage. Electronic and audio books are now made available free of charge to registered public library members from the comfort of their homes or virtually any place. Since inception, the digital library platform i.e. OverDrive, which includes eBooks and audiobooks, usage has increased significantly. The Rural Library Connectivity Project (RLCP), Mzansi Libraries Online, and the Broadband Roll-out and Wi-Fi initiatives continue to provide the public with free access to ICT.

The archives digitisation programme will ensure enhanced web access and preservation of some identified archivalia to meet increasing demand. Digitisation is the process of converting information from a physical (paper-based) format into a digital one to enhance online access and preservation to an increased number of archival records as well as reducing the wear and tear of original records for future referencing. Trends in information management, such as digitisation and electronic records management, are constantly changing and the Department tries to keep up with these trends. A robust IT network will enable continuous accessibility of digitised images and electronic content. Continuous use of Access to Memory (AtoM) which is a web-based archival description software will make it easy for Archives to capture and publish the archival holdings online to enhance access. Implementation of the Archives website will enable access to online archival records and will provide an opportunity for access to collections of other heritage institutions and universities. Online exhibitions, public awareness programmes and virtual tours will assist to reach out to wider audience.

Provision of Records Management Service has always been offered through face-to-face engagements; however, technological developments have provided alternative service delivery models. These include provision of online training and meetings. Online training platforms which have been implemented, allows for greater reach to clients. Technology plays a significant role in managing digital records, ensuring data security, and implementing technical solutions for records management. Archives Service will be introducing services for the blind and visually impaired clients.

Technology allows for implementation of collaborative online platforms to promote access to information through online exhibitions, use of QR Codes, broader research metadata fields, virtual tours to be published on various departmental websites/workspaces. Communities, especially the youth, are increasingly participating in online activities, using internet-based information and entertainment sources. It is necessary for museums to ensure that their exhibitions and public programmes are accessible through online networks in order to remain relevant.

Furthermore, as described in the Strategic Framework for the Provincial Strategic Plan 2019-2024, there is an unevenness of learner development and academic outcomes. Historically, learners in poorer communities have been less likely to access quality after school programmes (such as sport and cultural activities), they experience overcrowded classrooms, they have limited exposure to e-Learning opportunities, have low access to quality tutoring outside of school time, and have fewer chances to take part in field trips. These factors are associated with poor academic performance. The holistic (i.e., academic, sports, arts and culture) focus of after-school programmes provides learners with an opportunity for experiential learning, which is identified as crucial for the 4th Industrial Revolution (4IR). The Department will therefore continue to provide access to sport, arts and culture, and other after school activities, as well as reading support and promotion initiatives to support education outcomes. Post COVID-19 Virtual and hybrid arts, culture, sport and recreation and after school activities have become part of the offering.

The After School Sector has used technology effectively to provide training for practitioners, to host online events and track attendance of both youth and learners in YearBeyond.

A digital customary initiation registration system is in the process of being developed to give greater access to parents and cultural practitioners on information to reduce mortality rates in initiation schools.

The pandemic allowed for the establishment of e-sport in communities and the Department is working closely with e-sport clubs and engaging in discussions with the federations about the development the expansion of e-sport in communities across the Western Cape.

The rapid rise in demand for digital skills and increasing reliance on digital platforms offers both opportunities and challenges for DCAS. Over the next five years, DCAS will leverage digital platforms to extend the reach and efficiency of its programmes, ensuring participants have access to modern tools and technologies. The integration of artificial intelligence for improving operational efficiency, along with the growing popularity of esports, will open up new pathways for youth engagement, blending technology with physical activity and recreation.

ENVIRONMENTAL FACTORS

The twin threats of climate change and energy scarcity are going to be among the greatest challenges the next generations will have to face. Whether we consider emergency response and preparedness, our economies, our governance, or in particular our built environments and infrastructure, we are facing the prospect of a new 'normal' about which we have little certainty, but for which we must nonetheless prepare, at governmental, institutional, business, and household levels.

Already in South Africa we are experiencing a devastating energy crisis and has seen evident shifts in climate with the more frequent and severe floods in the KwaZulu-Natal Province and the more frequent severe droughts in the Western Cape Province.

A significant part of infrastructure investment made by DCAS has been in the Libraries Services with the construction of new libraries, and maintenance and upgrading of older public libraries. As with many industries and institutions within municipal areas, public libraries' systems are highly complex and energy-intensive operations dependant on flows of materials both internal and external. Their lifeblood – books – are manufactured globally, their paper originating in forests accessed by diesel-fuelled trucks, or recycling plants. On a regular basis, our "Books on the move" trucks also transport materials between branches, and libraries generate significant greenhouse gases by drawing patrons arriving in cars because of the less-than-optimal public transport system. The power supplies of most libraries depend upon highly centralised municipal and Eskom regional power grids. Drought and lack of water resources could have an effect on the operations of the Department. Sport tourism will be affected where federations are unable to host events because of environmental factors. Ongoing drought would impact on sport facilities as maintenance will become a challenge. Furthermore, water saving measures have been introduced throughout the Department, e.g. at the cultural, museum, and sport facilities. The Department will be investigating alternative non-water-reliant sport surfaces together with alternative sources.

The risk of natural disasters or extreme weather events could result in damage to archival collections; therefore, disaster preparedness and regular maintenance of the Archive building is critical. Proper environment for preservation and conservation in terms of Heating, Ventilation, Air-conditioning and Controlling (HVAC) have been implemented in the Archives. Impact of veld fire remains a threat to our facilities.

In the face of climate change, DCAS must increasingly integrate environmental sustainability into its programmes and operations. The profound impact of climate change on services and infrastructure, coupled with the scarcity of green spaces for recreation in urban areas, necessitates that DCAS prioritize climate-resilient infrastructure in its planning over the next five years.

By utilizing sport and recreation as platforms for environmental engagement, DCAS can raise awareness and inspire action on climate issues while simultaneously improving the health and wellbeing of communities. The Western Cape's unique geographical landscapes offer ample opportunities for outdoor sports, but these must be responsibly managed to ensure environmental preservation for future generations.

Sustainability will be a central consideration in programme budgeting, with the costs of environmental contributions integrated into all DCAS initiatives. By embedding sustainability into its programmes, DCAS ensures that its initiatives not only benefit current participants but also contribute to long-term environmental stewardship across the province.

LEGAL AND REGULATORY ENVIRONMENT

The Supply Chain Management environment has become highly regulated to ensure support to Small, Medium and Micro Enterprises. The unintended consequence of this highly regulated environment is that it places immense pressure on staff capacity to ensure that the Department is able to respond to the changing environment.

The review of the National Archives and Records Service of South Africa Act, No. 43 of 1996 which commenced in 2023/24 financial year will have a significant impact on the role and scope of the Provincial Archives and Records Service.

The current legislation guiding the provision of a public library service in the Western Cape is outdated. The Department is in the process of drafting a new Western Cape Public Library and Information Services Bill. The new legislation will enable the Department to enter into executive assignment agreements with municipalities, legally formalising the cooperative provision of public library services in the current legal landscape.

Adherence to legal regulations, compliance with labour laws, and alignment with CCMA requirements will remain critical for DCAS over the next five years. As the complexity of partnerships and contracts increases particularly those involving multiple stakeholders, the department must realign its constitutional mandates to ensure legal protections for both participants and programme delivery.

DCAS's legal services will focus on the management of partnerships and the thorough vetting of all contracts and documentation to ensure transparency, accountability, and compliance. Rigorously enforcing safeguarding practices will be essential to protect youth and other vulnerable participants across all programmes.

Furthermore, establishing new memorandums of understanding (MOUs) with key stakeholders, including the Department of Education and the Department of Sport, Arts, and Culture, will ensure continued alignment and support for DCAS initiatives, creating a strong legal foundation for sustainable programme delivery and partnerships.

SAFETY AND SECURITY ENVIRONMENT

As described in the Strategic Framework for the Provincial Strategic Plan 2025-2030, Western Cape communities continue to be directly and indirectly impacted by violent crime. The Department's sports, arts and culture programmes that support educational and employment outcomes, and programmes that offer positive peer group activities that offer social protection to young people, all support the improvement of the safety environment.

The Department will use its people, institutions, and facilities to create safe spaces and promote culture and heritage and a sense of belonging.

The high risk of cyber-attacks poses a threat to documents, records and information security. This is exacerbated by use of cell phones, personal computers and private emails for work related aspects. MyContent is the approved electronic records management system for the WCG.

The Department has an approved Business Continuity Plan (BCP) in place. The overall objective of the BCP is to protect employees, government resources, and to ensure the department is capable to function effectively in the event of a major disruption.

Ensuring the safety of all participants, particularly youth, will be a top priority for DCAS programmes over the next five years. Rising crime rates, including gender-based violence (GBV), and the emerging threats from construction and transport mafias in certain areas

necessitate the development of a robust and comprehensive safety strategy. This strategy will focus on safeguarding participants during transit and implementing community-based safety measures for all events.

Collaborating with law enforcement, community organizations, and security stakeholders will be essential to mitigate these risks effectively. Additionally, rigorous safety protocols will be established to protect youth participants, ensuring they can engage in DCAS programmes without fear of violence, exploitation, or harm. Both the physical and emotional safety of participants will be non-negotiable and a core focus in all future planning, creating a secure and supportive environment for positive engagement.

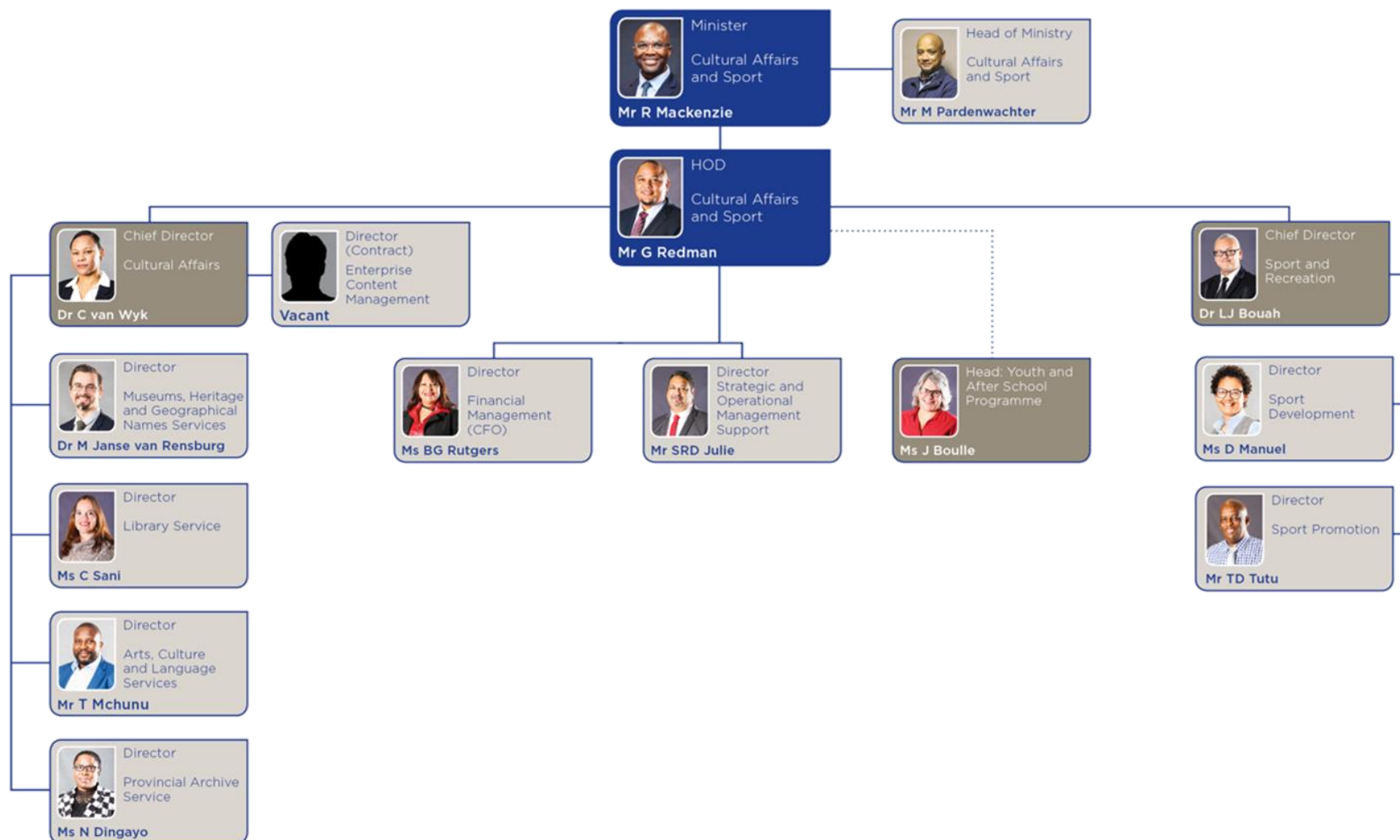
Heritage conservation and promotion through Heritage Western Cape (HWC) and museums can significantly contribute to the safety and security environment in the Western Cape. By restoring and maintaining heritage sites, these institutions encourage community engagement and instil a sense of pride and responsibility toward local history and cultural landmarks. This sense of ownership can foster stronger community cohesion, reducing the likelihood of vandalism, theft, and other crimes around these sites. Well-maintained and celebrated heritage spaces also attract visitors, leading to increased surveillance, foot traffic, and formal security measures, which deter criminal activities. Furthermore, heritage education initiatives help instil values of respect and stewardship in young people, fostering a culture of responsibility that contributes to broader societal safety. By investing in the preservation and active promotion of heritage, communities can create safer public spaces, encouraging positive social interaction and discouraging anti-social behaviour.

4.2. Internal Environment Analysis

The Department's macro structure is as follows:



Organisational Organogram



Workforce Plan

The previous Workforce Plan for the Department 2018 - 2023 was developed to cover the period: 1 April 2018 to 31 March 2023 and was at the end of the third year of its implementation. However, the strategic re-alignment at Provincial level as a result of developments surrounding the COVID-19 pandemic, necessitated the development of new Workforce Plan for all WCG departments for the period: 1 April 2021 to 31 March 2026. The Workforce Plan was developed with the aim of assisting the Department in meeting its strategic objectives. It was aligned to the vision and mission of the Department as well as the strategic focus of the provincial People Management Strategy at the time.

The following priorities for the period 2021 – 2026 were identified and approved:

PRIORITY	OUTCOME
Identifying and developing the required organisational capacity.	Capacitated department that functions optimally and aligned to respective mandates and service needs.
Values and Competency based recruitment practices (which includes the possibility of an online Application and Screening system to enhance the recruitment practices and attract the right candidates that are future- and Culture-fit).	Productive, competent and engaged workforce (measure: Better Alignment between service delivery requirements and employees/people recruited).
Diversify the talent pool.	Talent pool developed and utilised. Improved employee value proposition.
Learning interventions to address the following: a) Talent and skills development for employees on new emerging skills (e.g. 4IR Meta Competencies/functional and technical skills as well as behavioural skills) that are critically needed to support the future-fit organisation. b) Prioritise training interventions to address Departmental Critical Competencies and CPD requirements. (departmental specific aligned with PDP, WSP and generic/transversal competencies per Salary Band).	Competent people in the right numbers at the right place at the right time with the right competencies.
Development and implementation of the Future-Fit Skills Strategy (FFSS).	Professionalisation and capacitation of the Public Service.
Youth development programmes for assisting with creating talent pipelines (Internships).	Creating talent pipelines for youth by securing job market readiness.
Reconfiguration of Provincial Training Institute into a provincial learning and innovation centre.	Improved service delivery through capable, competent and ethical workforce.
Employment Equity priorities as indicated in the departmental Employment Equity Plan to guide the Recruitment and Selection decisions of the Department.	Sustained progress toward meeting EE goals in relation to designated groups.
Provide Health and Wellness interventions/services in support of employee wellbeing.	A healthy and engaged workforce.
Develop and implement the Transition to a new Way of Work / WCG citizen-centric culture project.	A citizen-centric performance culture.

ICT Plan

Digital transformation project 1: Free access to the internet and electronic resources

The Department's strategic priority is to foster social inclusion and lifelong development through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. One of the key outcomes is to increase in the number of Safe Spaces for Youth and Communities.

This initiative supports the DGS objectives of fostering Digital Empowered Citizens by equipping youth and communities with digital tools, enhancing Optimised & Integrated Citizen-centric Services through the efficient use of current technologies, ensuring Data-driven service delivery by monitoring existing embedded systems, and promoting Connected Government & Sound ICT Governance with Broadband Free Access to Internet.

The department can capitalize on Ce-I's Key Initiatives, which include:

- **Digital Experience:** Improving interactions between citizens, businesses, and government services through the Foundational Digital Experience Platform (FDXP), emphasizing accessibility, efficiency, transparency, and citizen participation.
- **Pervasive Connectivity:** Providing ubiquitous and seamless access to communication networks and IT resources, enhancing network access points with high-capacity, high-speed data transfer, and supporting demanding applications like video streaming and virtual collaborations.
- **System Development Centre of Excellence:** Focusing on operations, development, architecture, and business intelligence to drive continuous improvement and innovation in IT services.
- **Cybersecurity:** Implementing strategies and policies to protect systems, networks, and programmes from digital attacks, including security awareness campaigns, AI tools for incident identification, and adherence to standards like ISO27001.
- **Generative AI:** Leveraging AI to automate tasks, streamline processes, enhance decision-making, and improve citizen engagement and service delivery through chatbots and real-time data analysis during emergencies.

Strategic Priority	Platforms
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	2. Increase in the number of Safe Spaces for Youth and Communities
Planned annual targets over the 5 years	2025-26 June 2025 Project initiation Description of milestone 2026-27 June 2026 System completed and accessible to the public 2027-28 June 2027 Monitoring of system functionality/ Evaluation and enhancement 2028-29 June 2028 Monitoring of system functionality

	2029-30 June 2029 Monitoring of system functionality
Expected outcome/business value/ Target	Benefits includes the access to information regarding Western Cape. Assist event organisers to better plan event proposals, including event destinations and target markets, based on information of accessible event infrastructure.
Department Responsible	Programme 3: Library Services
DGS	Digital Empowered Citizens – Empowering the youth and Communities with digital solutions Optimised & Integrated Citizen-centric Services - Optimise existing Technologies Data-driven service delivery - Monitor usage; existing systems that is already embedded Connected Government & Sound ICT Governance -Broadband Free Access to Internet.
CEI Key initiatives	Digital Experience – It must be user friendly Cybersecurity – Provide Awareness Campaign, Secure Network Pervasive Connectivity – Provide access to Free Internet System Dev CoE – Enhancing Existing Systems that they have as well as Reporting
Planned annual targets over the 5 years	2025-26 June 2025 1) Maintenance and expansion of Rural Library Connectivity Project 2) New Library Information Management System – Project initiation 2026-27 June 2026 1) Maintenance and expansion of Rural Library Connectivity Project 2) New Library Information Management System – Procurement of new system 2027-28 June 2027 1) Maintenance and expansion of Rural Library Connectivity Project 2) New Library Information Management System – Implementation 2028-29 June 2028 1) Maintenance and expansion of Rural Library Connectivity Project 2) New Library Information Management System – Implementation 2029-30 June 2029 1) Maintenance and expansion of Rural Library Connectivity Project 2) New Library Information Management System - Monitoring of system functionality/ Evaluation and enhancement

Digital transformation project 2: The implementation and enhancement the Gym Management System to better manage access to the Western Cape Government gym, based on global trends.

The department's strategic priority is to enhance participation through Library Services, focusing on active engagement in reading, recreation, sport, culture, arts, and heritage. This contributes to improved personal wellbeing and vitality. The key outcome indicator is increased participation and cultural engagement, aligned with the "IChooseToBeActiveAndCurious" campaign.

Aligned with the DGS goal of "Digital Empowered Employees," this initiative aims to create access and opportunities for the staff of the Western Cape government to pursue an active and healthy lifestyle. A key initiative to achieve this objective is the Systems Development Centre of Excellence (CoE), which will enhance existing systems to provide a streamlined approach to fitness and recreation, including access to gymnasium facilities.

The **Systems Development CoE** will focus on several areas to support this goal:

- **Operations:** Institutionalizing DevSecOps, enhancing Cloud platform processes, and optimizing costs across multiple platforms.
- **Development:** Strengthening team maturity through standardized workflows, fostering departmental partnerships for code development, and emphasizing low-code solutions.
- **Architecture:** Conducting platform reviews, integrating Generative AI, and focusing on cloud optimization and modernization efforts.
- **Business Intelligence and Data:** Consolidating data sources, maturing master data management, and implementing comprehensive tools to enhance data enablement and analytics capabilities.

These efforts will ensure that the department remains at the forefront of digital service delivery, benefiting all staff and promoting a culture of health and wellness.

Strategic Priority	Participation
Outcome/ Strategic Objective	Increased participation and active engagement in reading, recreation, sport, culture, arts, and heritage contribute to improved personal wellbeing and overall community vitality.
Outcome Indicator	1. Increased Participation and Cultural Engagement through Culture, Sport and Recreation
Planned annual targets over the 5 years	<p>2025-26 System will be up and running</p> <p>2026-27 Monitoring of system functionality</p> <p>2027-28 Monitoring of system functionality/ Evaluation and enhancement</p> <p>2028-29 Monitoring of system functionality</p> <p>2029-30 Monitoring of system functionality</p>

Expected outcome/business value/ Target	<p>It is linked to the "Ichoosetobeactiveandcurious" campaign. It creates access and opportunities for the staff of the Western Cape government to pursue an active and healthy lifestyle, which further contributes to the strategic objectives outlined in the National Sport and Recreation Plan.</p> <p>Expected benefits:</p> <ol style="list-style-type: none"> 1. Easier access to register to the provincial Gymnasium 2. Opportunities to gymnasium best practise 3. Streamline information and align to global trends
Department Responsible	Programme 4 Sports Promotion
DGS	Digital Empowered Employees - as it creates access and opportunities for the staff of the Western Cape government to pursue an active and healthy lifestyle.
CEI Key initiatives	System Dev CoE - Enhancing Existing Systems that they have as well as Reporting

Digital transformation project 3: Western Cape Events Portal

The department's strategic priority is to foster social inclusion and lifelong development through digital platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. Key outcomes include support interventions that boost the economic and social impact of events and activities in arts, culture, sport, and recreation. This aligns with the DGS goals of creating Digital Empowered Citizens by empowering communities through digital solutions, ensuring Connected Government & Sound ICT Governance for efficient and secure systems, and providing Optimised and Integrated Citizen-Centric Services to enhance access through technology optimisation.

The department can leverage Ce-I's Key Initiatives, including:

- **Digital Experience:** The Foundational Digital Experience Platform (FDXP) aims to improve interactions between citizens, businesses, and government services through digital means. It emphasizes accessibility, efficiency, transparency, and citizen participation, addressing challenges like outdated systems and data security while enhancing digital interactions and bridging the digital divide.
- **Pervasive Connectivity:** This initiative focuses on providing ubiquitous and seamless access to communication networks and IT resources. Strategies include enhancing network access points with high-capacity, high-speed data transfer, extending multi-protocol label switching (MPLS) to branch locations, and leveraging the Internet of Things (IoT) for smart, connected experiences.
- **Cybersecurity:** Ensuring the protection of systems, networks, and programmes from digital attacks is crucial. Strategies include overhauling procurement for cost-effectiveness, restructuring security organizations, adopting rigorous security governance frameworks, enhancing security awareness, and implementing AI tools for incident identification and remediation.

By aligning with these initiatives, the department can ensure that its digital transformation efforts are comprehensive, secure, and inclusive, ultimately benefiting all citizens.

Strategic Priority	Platforms
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	3. Number of support interventions for boosting the economic and/or social impact of events and activities in arts, culture, sport and recreation.
Planned annual targets over the 5 years	2025-26: Completed and active platform 2026-27: Monitoring of system functionality 2027-28: Monitoring of system functionality/ Evaluation and enhancement 2028-29: Monitoring of system functionality 2029-30: Monitoring of system functionality/Evaluation and enhancement
Expected outcome/business value/ Target	Western Cape Events Portal Expected outcome: The intended outcome with this project is to realise a streamlined digital platform, accessible to the public that offers information, documentation, and access to the Western Cape government events sector. Benefits and values: The intended outcome with this project is to realise a streamlined digital platform, accessible to the public that offers information, documentation, and access to the Western Cape government events sector.
Department Responsible	CD Sports and Recreation Sports Promotion Sport Events will lead the project
DGS	Digitally Empowered Citizens - Empowering communities through digital solutions Connected Government & Sound ICT Governance - Systems are efficiently managed and secure Optimized & Integrated Citizen-Centric Services - Access to services through the optimisation of technologies
CEI Key initiatives	Digital Experience - User-friendly systems Cybersecurity - Awareness and secure networks Pervasive Connectivity - Providing access to free internet

Digital transformation project 4: Digitisation of Archival Records

Digitisation is the process of converting information from a physical (paper-based) format into a digital one to enhance online access and preservation to an increased number of archival records as well as reducing the wear and tear of original records for future referencing. Digitisation involves the systematic conversion of selected and prioritised collections into digital format to improve access, preservation, security and as a part of the broader business continuity strategy for the Archives and Records Service.

For social inclusiveness records are digitized to ensure possible access to the public despite the location and geographical boundaries of which images will be accessible online.

In terms of Business Continuity and Disaster Recovery, digitising collections will provide the backup copies that can be used when the originals are inaccessible.

Service delivery will be improved through use of digital copies. Those records that are too fragile to be handled safely will be digitised thereby ensuring equitable access to information for the public.

Strategic Priority	Platforms
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	4. Number of knowledge and social cohesion engagement platforms
Planned annual targets over the 5 years	2025-26: 120 000 2026-27: 120 000 2027-28: 110 000 2028-29: 110 000 2029-30: 110 000
Expected outcome/business value/ Target	<p>The digitisation of archival records increases access to relevant records that are usually inaccessible due to location or geographical boundaries. Digitised archival records can be accessed globally, allowing researchers, historians, and the public to access valuable information. Through digitisation, preservation and access archival records are enhanced. The programme is aligned to WCG strategic priorities: EHACS and Innovation, Culture and Governance as well as WCG Digital Transformation Strategy.</p> <p>Expected outcome: The intended outcome with this project is to ensure long term preservation of archival records and that these records are made accessible to the public online.</p> <p>Benefits and values: Increased access to archival records. Preservation of the original records for posterity. Availability of records regardless of location and time zone. Validity and authenticity of the digital resources</p>
Department Responsible	DCAS: Provincial Archives Services
DGS	Digital Empowered Citizens – Empowering the public by providing information for research purposes. Promote the use of archival records by researchers worldwide. Promote knowledge and accessibility.

	Optimised & Integrated Citizen-centric Services - Optimise existing Technologies to give access to citizen heritage and history. Data-driven service delivery - Monitor number of digitised images processed, usage; using existing systems that are already embedded Connected Government & Sound ICT Governance -Broadband Free Access to Internet.
CEI Key initiatives	Digital Experience – It must be user friendly Cybersecurity – Provide Awareness Campaign, Secure Network, Secure Digital Image Storage Space Pervasive Connectivity – Provide access to Free Internet

Digital transformation project 5: Online Training

For social inclusion the Department conducts online records management courses to governmental bodies to promote enhanced opportunities, innovation and participation. The Records Management Course, Registry Clerks Course and Electronic Records Management Course are provided to equip and develop in terms of the understanding of records management practices. Online courses allow for more people to be reached through the online platform. This contributes to the improvement of service delivery.

Strategic Priority	Platforms
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	4. Number of knowledge and social cohesion engagement platforms
Planned annual targets over the 5 years	2025-26: 160 2026-27: 160 2027-28: 160 2028-29: 160 2029-30: 160
Expected outcome/business value/ Target	This is linked to the online training conducted by the Western Cape Archives and Records Service. Expected outcome: The intended outcome is to ensure improved records management practices and adherence to archival legislation in the Western Cape Government. The programme is aligned to WCG strategic priorities: EHACS and Innovation, Culture and Governance as well as WCG Digital Transformation Strategy Benefits and values: The intended outcome with this project is to safeguard the records with archival value while they are still at their office of origin. To ensure the timeous availability of records when needed. To gain knowledge and have a better understanding of records management. To ascertain compliance to legislation.
Department Responsible	DCAS: Provincial Archives Services
DGS	Digital Empowered Citizens – Empowering the governmental bodies by providing information on effective records management practices. Promote knowledge and accessibility of information. Enhance transparency, and good governance. Optimised & Integrated Citizen-centric Services - Optimise existing Technologies to give access to current and terminated records systems.

	Data-driven service delivery - Monitor usage; existing systems that is already embedded. Connected Government & Sound ICT Governance -Access to training via digital platforms.
CEI Key initiatives	Digital Experience – It must be user friendly. Cybersecurity – Provide Awareness Campaign, Secure Network, Secure Back up Pervasive Connectivity – Provide access to Free Internet

Digital transformation project 6: Archives Webs Portal

A dedicated website will empower the public to conduct online research from anywhere in the world, thereby reducing or in some cases eliminating the need for accessing the original master record.

It has become international best practice to provide access to heritage collections, including archival collections, via the internet.

WCARS is in the process of developing a website that will allow for the access of digitised archival records online.

Provision of access ensures inclusive archives with information that is open and accessible to all researchers worldwide.

Strategic Priority	Digital transformation; Innovation and culture
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	4. Number of knowledge and social cohesion engagement platforms
Planned annual targets over the 5 years	2025-26: Awareness campaigns to promote use of Archives Portal. 2026-27: Monitor the use of the Archives Web Portal. 2027-28: Monitor the number of enquiries. 2028-29: Monitor the number of enquiries. 2029-30: Monitor the number of enquiries.
Expected outcome/business value/ Target	<p>The Archives Web Portal is linked to the outcome indicator 2, Enquiries Processed. The project is aligned to WCG strategic priorities: EHACS and Innovation, Culture and Governance as well as WCG Digital Transformation Strategy</p> <p>Expected outcome: The intended outcome with this project is to ensure long term preservation of archival records and that these records are made accessible to the public online.</p> <p>Benefits and values: The intended outcome with this project is to ensure increased access to archival records. Availability of records regardless of location and time zone. Easier access to register to the archives portal.</p>
Department Responsible	DCAS: Archives Services
DGS	Digital Empowered Citizens – Empowering the public by providing information for research purposes. Promote the use of archival records by researchers worldwide.

	<p>Promote knowledge and accessibility.</p> <p>Optimised & Integrated Citizen-centric Services - Optimise existing Technologies to give access to their heritage and history.</p> <p>Data-driven service delivery - Monitor usage; existing systems that is already embedded</p> <p>Connected Government & Sound ICT Governance -Broadband Free Access to Internet.</p>
CEI Key initiatives	<p>Digital Experience – It must be user friendly</p> <p>Cybersecurity – Provide Awareness Campaign, Secure Network, Secure Digital Image Storage Space</p> <p>Pervasive Connectivity – Provide access to Free Internet</p>

Digital transformation project 7: Enhancement of Access to Memory (AtoM)

'AtoM' is an acronym for 'Access to Memory'. It is a web-based archival description software that is based on International Council on Archives (ICA) standards viz. Encoded Archival Description, to make it easy for archival institutions worldwide to put their archival holdings online. Capturing and publishing of records descriptions to the National Archives website allows for the opportunity for public records to be accessed online.

Strategic Priority	Digital transformation and Innovation
Outcome/ Strategic Objective	Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)
Outcome Indicator	4. Number of knowledge and social cohesion engagement platforms
Planned annual targets over the 5 years	<p>2025-26: 21 600</p> <p>2026-27: 21 600</p> <p>2027-28: 21 600</p> <p>2028-29: 21 600</p> <p>2029-30: 21 600</p>
Expected outcome/business value/ Target	<p>AtoM is aligned to arrangement and description of archives. The programme is aligned to WCG strategic priorities: EHACS and Innovation, Culture and Governance as well as WCG Digital Transformation Strategy</p> <p>Expected outcome:</p> <p>The intended outcome is to capture records descriptions and publish to the National Automated Archival Retrieval System (a national database) Archives Web Portal, resulting in easy retrieval of information.</p> <p>Benefits and values:</p> <p>Increased number of records accessed by the public worldwide.</p> <p>Preservation of the original records for future.</p> <p>Availability of records regardless of location and time zone.</p>
Department Responsible	DCAS: Archives Services
DGS	<p>Digital Empowered Citizens – Empowering the public by providing information for research purposes.</p> <p>Promote the use of archival records by researchers worldwide.</p> <p>Promote knowledge and accessibility.</p> <p>Optimised & Integrated Citizen-centric Services - Optimise existing Technologies to give access to information.</p> <p>Data-driven service delivery - Monitor usage; existing systems that is already embedded.</p>

	Connected Government & Sound ICT Governance -Access to information.
CEI Key initiatives	Digital Experience – It must be user friendly. Cybersecurity – Secure Network, Secure Back up

Accommodation

The Department currently occupies 10 leased offices and 44 facilities on 17 land parcels State-owned buildings in the Western Cape. These buildings enable the Department to fulfil its strategic intent.

As per the Department's User Immovable Asset Management Plan 2024/25, in the longer term, the Department aims to:

- Build a conservation treatment and repair facility to house new collections & store valuable archaeological materials to house, conserve and safeguard valuable museum artifacts and archaeological material unearthed during archaeological excavations in the Western Cape. This will facilitate the development, preservation and promotion of heritage in the Western Cape through the effective and efficient management of artifacts and archaeological remains in partnership with affiliated museums and Heritage Western Cape.
- To promote and preserve heritage through museum services and organisations; to provide for the conservation, promotion and development of culture and heritage; and to further assist affiliated museums by implementing the Museums Ordinance, 1975.
- To develop tourism infrastructure at the archaeological site of Diepkloof Rock Shelter to ensure that the World Heritage Site is available to tourists and to implement the objectives of the Cradle of Human Culture.
- Obtain additional space within Head Office for the expanding Financial Management Unit.
- To obtain additional space within the CBD, to store and receive assets and goods.
- The accommodation requirements of the department are to ensure efficient facilitation of various relationships and effective administration of the sporting and cultural federations and community hubs. The high profile of the department on the provincial front implies that the accommodation must be both highly accessible and functional.
- Obtain accommodation within the Western Cape for 6 Sport Houses to assist the various federations to meet their respective mandates in the following towns, Beaufort West, Oudtshoorn, Caledon, Paarl, Cape Town and Vredenburg.
- To proceed and prioritise the extension of the Western Cape Archive and Record Service which would be beneficial to all Western Cape and National Departments including their stakeholders.
- Obtain additional storage space within Protea Assurance Building, to be utilised as a storage facility for the storing of electronic equipment and personal protective equipment.

- Reconfigure or adapt current workspaces to prevent the spread of airborne diseases such as COVID-19.
- Alternative or new accommodation for the Beaufort West Regional Library that was destroyed in a fire on 01 November 2022.
- Upgrading of Artscape's Heating, Ventilation and Air-conditioning (HVAC), fire sprinkler system and the air-conditioning control and monitoring systems.
- Build, lease or provide a bigger space for the Provincial Gymnasium taking into consideration the lessons learnt during the COVID-19 pandemic, where the lack of space impacted on the operations of the gym.
- Modernisation of the 5th floor Sport Promotion sub-directorate.
- Obtain alternative (owned) office accommodation for DCAS staff based in the Protea Assurance Building.

The accommodation requirements of the Department are to ensure efficient facilitation of various relationships and effective administration of the sporting and cultural federations and community hubs. The high profile of the Department provincially implies that the accommodation must be both highly accessible and functional.

PART C: MEASURING OUR PERFORMANCE

5. Institutional Performance Information

5.1. Measuring the Impact

Impact statement	A socially inclusive, creative, active and connected Western Cape.
-------------------------	--

5.2. Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five-year target
Increased participation and active engagement in reading, recreation, sport, culture, arts, and heritage contribute to improved personal wellbeing and overall community vitality. (PARTICIPATION)	1. Increased participation and engagement through sport, recreation, and culture	10 516	12 067
Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (PLATFORMS)	2. Increase in the number of safe spaces for children, youth, and communities	582	794
	3. Number of support interventions for boosting the economic and/or social impact of events and activities in arts, culture, sport and recreation	229	231
	4. Number of knowledge and social cohesion engagement platforms	43	52
Communities are safe, resilient, healthy, and cohesive, with increased access to pathways and opportunities in arts and sport. (PATHWAYS)	5. Increased training and support for athletes and practitioners	1 086	1 300
	6. Job creation and economic empowerment in sport, recreation, arts, and culture sectors	4 885	6 020

5.3. Explanation of Planned Performance over the Five-Year Planning Period

Access and opportunities for participation in the Arts, Culture and Heritage sector, supporting economic growth, and safe and cohesive communities will be achieved through:

- The continued promotion and monitoring of the implementation of the Western Cape Language Policy.
- Promotion of South African Sign Language through collaborations with stakeholder agencies to promote regular awareness of the hearing impaired.
- Partnerships with academic institutions by leveraging indigenous language through teaching.
- Partnerships with language entities to host conferences on the importance of indigenous languages in shaping the development of the African continent.
- Collaborating with stakeholders to promote multilingualism and literacy.
- Language services support provided in the three official languages of the Western Cape and South African Sign Language.
- Transfer payment and administrative support to the Western Cape Language Committee.
- Transfer payment and administrative support to the provincial heritage resources authority, Heritage Western Cape.
- Support to the World Heritage Site Management Authority in the management of the Emergence of Modern Human Behaviour: Pleistocene Occupation Sites of South Africa in the Western Cape. Continuous awareness programmes will be rolled out to communities for social inclusion, building national identity and support democracy in the province of the Western Cape.
- Digitising archival records and implementation of Access to Memory (Atom) in the archives will increase the accessibility of archival holdings to meet the needs of users worldwide.
- Continuous provision of Records Management Training Courses to governmental bodies.
- Collaborating with Museums, Libraries and Archives around the Sport Legends, Oral History and Story Telling Programme.
- Ensuring accessibility of the Provincial Gymnasium for National Athletes
- Aligning the Sport Federation priorities to that of the Provincial Government.
- Rendering public library services in the Western Cape with a focus on:
 - access to free information for all;
 - promoting literacy, education and intellectual recreation.
 - supporting digital services;
 - re-imagining public libraries as community hubs and multi-purpose centres; and
 - the advancement of public libraries as safe spaces.

a. Contribution of outcomes to PSP, NDP, mandate, climate change, women, youth, children, persons with disabilities

All three of the Department's Outcomes contribute to all of the Provincial Strategic Plan (PSP) portfolios of EHACS, Safety, G4J, and ICG, particularly EHACS. The Department's Outcomes also contribute to all three of the National Priorities but in the main, the Department's outcomes relate to National Priority 2: Reduce poverty and tackle the high cost of living.

While the Department is not directly responsible for actions outlined in the Western Cape Climate Change Response Strategy 2014, the Department will initiate and/or continue to

implement various adaptation initiatives to save water. This includes water-saving in all of the Department's staff offices, and at the Department's various facilities such as museums, archives, and sport and cultural facilities. The Department will also investigate further potential water saving measures such as alternative non-water-reliant sport surfaces. A Water Summit was held with Western Cape Sport Federations to determine future utilisation of sport facilities in the Western Cape. The Department has supported various municipalities with the cost of drilling and pumping, and water tanks/reservoirs to allow sport to continue. These initiatives relate to all three of the Department's Outcomes.

Furthermore, the services captured under all three of the Department's Outcomes are at least in part directed towards women, youth, children, and persons with disabilities. The Department's strategic Outcomes are geared towards youth development in particular as part of the Department's contributions to the Provincial outcomes.

Part of the Department's efforts to promote multilingualism focuses on the promotion of South African Sign-Language interpretation for the hearing-impaired. To this end, the Department will continue to outsource sign-language interpreting services for provincial government departmental activities and also promote the language through its projects to make people aware of the needs of the hearing-impaired.

b. Rationale for outcome indicators

Each of the Department's three Outcomes relate to all of its services and Programmes. This represents a more systematic and synergistic approach to achieving the intended impact as the Department has made progress towards integrating its services during the previous five-year strategic plan period during which each of the three service delivery programmes had its own strategic outcome. The shift towards greater integration and synergy is represented in the three new strategic outcomes for the 2025-2030 period which require all of the Department's Programmes to work together to achieve each cross-cutting outcome.

Participation in various activities in the arts, culture, sport, and recreation sector is essential for social cohesion, community wellbeing, and individual physical health (outcome 1) (EHACS and Safety provincial portfolios). Various Department platforms will support individual mass participation, increased social cohesion in communities, and the optimal functioning of the sector (outcome 2) (EHACS and Safety provincial portfolios). The Department provides various pathways to opportunities for employment and next-level participation in the sector (outcome 3) (EHACS and G4J portfolios).

Furthermore, all of the Department's services have a programmatic basis in the Constitution.

c. Enablers to achieve five-year targets

Economic and employment growth to enable uptake of services for which fees are charged and to prevent further reductions of funds for service delivery.

Certainty of Conditional Grant funding.

Cooperation and partnerships with other spheres of government, civil society, and the private sector to augment service delivery capacity.

d. Contribution of outcomes to impact

All three of the Department's Outcomes contribute to creating a socially inclusive, creative, active, and connected Western Cape.

As a direct service delivery-oriented Department, the services offered are aimed at promoting access and providing opportunities for participation in its diverse service offering which is encompassed in Outcome 1.

The Department engages with and supports individuals, communities and the sector in various ways and these platforms will contribute to the Department's intended impact as encompassed in outcome 2.

The Department also provides various pathways to developmental and economic opportunities in the sector which will contribute to the Department's intended impact as presented in Outcome 3.

6. Key Risks

OUTCOME	KEY RISK	RISK MITIGATION
Increased participation and active engagement in reading, recreation, sport, culture, arts, and heritage contribute to improved personal wellbeing and overall community vitality. (PARTICIPATION)	Destruction and damage of property	Consultation with communities when planning the building/upgrades of new infrastructure. Constant communication with municipalities to stay informed of all protest applications/actions. In order to broaden usage demographics, certain library halls/sport halls are available for extended hours for community activities through bookings. This contributes to social cohesion and improve sense of community ownership. Accommodation meetings facilitated by DCAS and attended by Department of Community safety and Department of Infrastructure for continued monitoring security analysis and assessments.
Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered	In The ability to safeguard (preserve), manage and access records in governmental bodies and Provincial Archives is compromised	Records management officials conduct inspections on records kept at government institutions premises as well as external storage facilities and make recommendations on non-compliance. DCAS Provincial Archive Services provide training to records managers and records clerks. Records management officials do inspections on records kept at client's

OUTCOME	KEY RISK	RISK MITIGATION
communities. (PLATFORMS)		<p>premises as well as external storage facilities and make recommendations.</p> <p>Engage with PT (Provincial Treasury) and the Department of Infrastructure for funding to expand the archive space (extra wing). This is an on-going intervention.</p> <p>Funding for the extension of the Archives building is included in every MTEC engagement/process.</p> <p>Physical space deficiencies/issues are discussed at quarterly Infrastructure meetings with the Department of Transport and Public works.</p> <p>Head of Department to influence the management of records at PTMs.</p> <p>Non-compliance letters to be issued by the DG to Accounting Officers and/or Accounting Authorities to safeguard their records.</p> <p>The upgrade of the WC Archives and Record Service building are placed on the Departmental U-AMP for consideration by Department of Infrastructure. This will also be continuously discussed at the quarterly accommodations meeting held between the Department and Department of Infrastructure.</p>
Communities are safe, resilient, healthy, and cohesive, with increased access to pathways and opportunities in arts and sport. (PATHWAYS)	Limited financial and human capacity to provide sufficient and appropriate support to the youth in respect of youth development in the Western Cape.	A network of partners to crowd in additional resources and capacity to meet the need and also coordinate efforts for greater impact.

7. Public Entities

Name of Public Entity	Mandate	Outcomes
Western Cape Cultural Commission	Western Cape Cultural Commissions and Cultural Councils Act, 1998 (Act 14 of 1998)	To preserve, promote and develop arts and culture through the registration and deregistration of cultural councils, the management of cultural facilities, research and analysis.
Western Cape Language Committee	Constitution of the Western Cape, 1997 Western Cape Provincial Languages Act, 1998 (Act 13 of 1998) Pan South African Language Board Act, 1995 (Act 118 of 1998)	To monitor the implementation of the Western Cape Language Policy, advise departments and institutions of the Western Cape Government on language matters through the Minister for Cultural Affairs and Sport and promote the development of marginalised indigenous languages and South African Sign Language.
Heritage Western Cape	National Heritage Resources Act, 1999 (Act 25 of 1999)	To establish and maintain an integrated heritage resources management system in the Western Cape.

ANNEXURE A: TECHNICAL INDICATOR DESCRIPTIONS

Indicator number	Outcome Indicator 1
Indicator title	Increased participation and engagement through sport, recreation, and culture
Definition	This indicator measures the extent to which participation in sport and recreation activities contributes to broader community involvement and engagement. The output indicators link to pathways, and platforms by increasing participation in sport and recreation.
Purpose	To measure increased participation in sport and recreation, towards an increased impact on personal wellbeing and overall community vitality.
Key beneficiaries	Children, youth, community members, and disadvantaged groups.
Source of data	Attendance registers, monitoring and evaluation reports from sport and recreation events, and school/programme participation records.
Data limitations	Connectivity needed to upload attendance and at times challenges with connectivity.
Assumptions	That participation in sport and recreation correlates with increased cultural engagement and social cohesion.
Means of Verifications (POE)	Event reports and/or attendance registers for each district event and/or Records of attendance held on Teampact and database.
Method of calculation/ assessment	<p><u>Count of the following performance indicators:</u></p> <p>4.2.11 Number of women capacitated/empowered to deliver sport and recreation</p> <p>4.3.2 Number of participants supported to participate in the Indigenous Games Tournaments</p> <p>4.6.4 Number of children participating regularly and consistently in ASPs</p> <p>(Indicator numbering as per APP 2025/26)</p>
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living.
Disaggregation of beneficiaries	By age group (children, youth, adults), gender, and geographic location (urban, rural).
Spatial transformation	Ensuring equitable access to sport and recreation opportunities, fostering broader community engagement and participation across spatial divides.
Reporting cycle	Quarterly, with an annual review.
Desired performance	Increased participation in sport and recreation, leading to greater involvement in community activities.
Indicator responsibility	Programme Manager

Indicator number	Outcome Indicator 2
Indicator title	Increase in the number of safe spaces for children, youth, and communities
Definition	This indicator tracks safe spaces, such as Public Libraries, recreational facilities, and school-based sport facilities. These spaces provide structured environments for children, school learners, and youth to engage in sport, recreation, and cultural activities, contributing to holistic development. Output indicators link to increased participation in these spaces, which also serve as pathways for improving education, physical and mental health, and social cohesion.
Purpose	To measure increased number of safe spaces that enhance access to knowledge and engagement, leading to more inclusive and empowered communities.
Key beneficiaries	Children, School-going learners, youth, and community members.
Source of data	Service Level Agreement and/or Departmental database (Affiliation/Registration forms) and/or Equipment and/or attire delivery notes.
Data limitations	None
Assumptions	Availability of human and financial resources. Centre/School functionality and cooperation. The camps are assumed to be adequately funded and resourced with staff, materials, venues, etc. All signed service level agreements will be upheld by schools, ensuring consistent operations, timely maintenance, and shared accountability for facility management.
Means of Verifications (POE)	List of Centres that received equipment and/or attire and/or Affiliation/Registration forms for opening and/or Approved Submission for closures and/or Service Level Agreements.
Method of calculation/assessment	<p><u>Count of following performance indicators:</u></p> <p>3.2.6 Number of Library Service Points 4.3.4 Number of Recreation Centres supported 4.4.2 Number of Shared Facilities supported 4.5.1 Number of MOD centres supported</p> <p>(Indicator numbering as per APP 2025/26)</p>
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living.
Disaggregation of beneficiaries	By age (children, youth, adults), gender, and geographic location (urban, rural).
Spatial transformation	Focus on enhancing safe spaces in communities, promoting equitable access.
Reporting cycle	Annual reporting on the safe spaces, with quarterly updates on participation levels.
Desired performance	Increased number of safe spaces and greater utilization of these spaces for community activities, with a measurable impact on participation and community safety.
Indicator responsibility	Programme Manager

Indicator number	Outcome Indicator 3
Indicator title	Number of support interventions for boosting the economic and/or social impact of events and activities in arts, culture, sport and recreation
Definition	This indicator tracks the number of support interventions aimed at enhancing the economic and social impact of events and activities in the arts, culture, sport, and recreation sectors. These support interventions are intended to lead to greater participation, audience growth, and broader community engagement, driving both economic development and social cohesion.
Purpose	To measure how strategic support interventions enhance the reach, participation, and impact of arts, culture, sport, and recreation events and activities, contributing to local economic growth and improved social cohesion.
Key beneficiaries	Event organizers, federations, arts and culture organisations and companies, Non-Profit Institutions (NPIs), artists, cultural practitioners, athletes, local communities, businesses, and youth participating in or impacted by arts, culture, sport, and recreation events.
Source of data	Approved submission and/or transfer payment agreement and/or payment stub and/or event report and/or BAS payment and/or MOA and/or signed submission and/or funding application and/or event support services invoice.
Data limitations	The difficulty of capturing long-term impacts of interventions on communities.
Assumptions	Support interventions will lead to increased participation in arts, culture, sport, and recreation events, thereby boosting both economic and social benefits. It also assumes sustained interest and investment in these sectors from stakeholders.
Means of Verifications (POE)	Approved submission and/or transfer payment agreement and/or payment stub and/or event report and/or BAS payment and/or MOA and/or signed submission and/or funding application and/or event support services invoice.
Method of calculation/ assessment	<u>Count of following performance indicators:</u> 2.2.4 Number of support interventions for events and activities in arts and culture 4.2.3 Number of sport events supported (Indicator numbering as per APP 2025/26)
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living.
Disaggregation of beneficiaries	By type of event/activity (arts, culture, sport, recreation), geographic location (urban, rural) and demographic groups (children, youth, women, community groups).
Spatial transformation	Ensuring equitable access to arts, culture, sport and recreation events, fostering broader community engagement and participation across spatial divides.
Reporting cycle	Quarterly reporting on the number and nature of support interventions, with annual reviews.
Desired performance	An increase in the number of support interventions, leading to measurable growth in both participation and the economic/social impact of arts, culture, sport, and recreation events and activities.
Indicator responsibility	Programme Manager

Indicator number	Outcome Indicator 4
Indicator title	Number of knowledge and social cohesion engagement platforms
Definition	A Knowledge and Social Cohesion Engagement Platform facilitates meaningful dialogue, knowledge exchange, and collaborative learning among diverse individuals and communities. It serves as a bridge to address societal divisions by promoting inclusivity, mutual understanding, and shared learning experiences. Through resource sharing, and participatory activities, such platforms enhance social cohesion, foster innovation, and strengthen communities.
Purpose	Knowledge and social cohesion platforms foster inclusivity, with the objective of enhancing nation building. Knowledge sharing interventions and platforms are valuable for fostering learning, collaboration, and innovation.
Key beneficiaries	Communities, affiliated museums Site managers, WCG departments, donors and NGO members
Source of data	Registers, programmes/agenda, report Programme and/or attendance register (online or manual) Reports and/or proof of publications
Data limitations	None
Assumptions	That communities will participate. Partnerships will deepen impact.
Means of Verifications (POE)	Registers, programmes/agenda, report Programme and/or attendance register (online or manual) Reports and/or proof of publications
Method of calculation/assessment	<u>Count of following performance indicators:</u> 2.2.2 Number of community conversations/dialogues implemented to foster social interaction 2.3.3 Number of Museum Knowledge Sharing Platforms hosted 3.2.3 Number of public awareness programmes conducted about library services and the promotion of literacy 3.3.1 Number of public awareness programmes conducted about archival services 4.6.3 Number of external stakeholder engagements (Indicator numbering as per APP 2025/26)
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living, A capable, ethical and developmental state.
Disaggregation of beneficiaries	By type of event/activity (arts, culture, sport, recreation), geographic location (urban, rural)
Spatial transformation	Ensuring equitable access to arts, culture, sport and recreation engagement opportunities, fostering broader community engagement and participation across spatial divides.
Reporting cycle	Quarterly reporting on the number of interventions, with annual reviews.
Desired performance	An increase in the number of engagement platforms.
Indicator responsibility	Programme Manager

Indicator number	Outcome Indicator 5
Indicator title	Increased training and support for athletes and practitioners
Definition	This indicator tracks the number of training programmes, mentorships, and support interventions provided to athletes and practitioners in arts and sport. These initiatives are designed to enhance skills development, participation, and access to professional opportunities, ensuring that athletes and artists have access to structured pathways for growth and recognition in their fields. The output indicators link training and support interventions to increased participation and advancement in organized sport and arts platforms.
Purpose	To measure the extent of training and support initiatives that potentially create access to structured development pathways for athletes and arts practitioners, increasing their skills, performance, and participation in professional and competitive opportunities. This indicator focuses on increase access to resources that allow beneficiaries to realize their full potential in their respective fields.
Key beneficiaries	Athletes, artists, cultural practitioners, coaches, children, youth, and community members engaged in arts and sport activities, particularly those in underserved or disadvantaged areas.
Source of data	Training programme attendance records, mentorship logs, progress reports from athletes and practitioners, evaluation reports from training institutions, feedback from participants, and records from sport and arts organizations.
Data limitations	Challenges in tracking long-term outcomes of training and support interventions.
Assumptions	It is assumed that increased access to training and support will lead to improved skills, participation, and performance in both arts and sport. Additionally, the assumption holds that adequate resources and continued investment in development programmes are available.
Means of Verifications (POE)	Attendance registers and/or event report and/or BAS payment stubs.
Method of calculation/assessment	<p><u>Count of following performance indicators:</u></p> <p>2.2.1 Number of practitioners participating in capacity building opportunities 4.2.6 Number of sport persons participating in training 4.2.7 Number of high-performance sport persons supported to participate at international level 4.6.1 Number of practitioners participating in training</p> <p>(Indicator numbering as per APP 2025/26)</p>
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living.
Disaggregation of beneficiaries	By age (children, youth, and adults), gender, geographic location (urban, rural), and field of practice (arts, sports).
Spatial transformation	Prioritizing training and support programmes in underserved or disadvantaged areas, contributing to equitable access to development opportunities in arts and sport for individuals in rural and previously disadvantaged communities.
Reporting cycle	Quarterly reports on training and support interventions delivered, with annual reviews on the progression of athletes and practitioners and the overall impact of programmes on their development.
Desired performance	An increase in the number of athletes and arts practitioners receiving training and support.
Indicator responsibility	Programme Manager

Indicator number	Outcome Indicator 6
Indicator title	Job creation and economic empowerment in sport, recreation, arts, and culture sectors
Definition	This indicator tracks the number of jobs created and economic empowerment opportunities in the sport, recreation, arts and culture sectors. These outputs contribute to creating career pathways and economic development, linking participation in sport, recreation, art and culture to economic activity.
Purpose	To measure the impact of the sport recreation, art and culture sectors on job creation and economic empowerment.
Key beneficiaries	Unemployed youth and community members.
Source of data	Business plans by municipalities Department of Public Works database (Better Data); departmental records of employment contracts Municipalities submit their business plans and reports List of work opportunities Stipend (payment) records
Data limitations	Access to national EPWP database. The national database updates after the reporting period.
Assumptions	Funds are available Beneficiaries will be absorbed into the job market. Capacity will be provided by the partner organisations Sites continue to support the implementation of the programme
Means of Verifications (POE)	Business plans and/or monthly expenditure reports by municipalities Monthly and quarterly reports and copies of employment contracts List of names provided by partner organisations Stipend (payment) records
Method of calculation/assessment	<u>Count of following performance indicators:</u> 1.1 (Libraries CG) Number of library posts funded through conditional grant 2.1.1 Number of EPWP work opportunities created 3.2.9 Number of library staff posts funded through Municipal Replacement Funding 4.3.5 Number of work opportunities enabled within the Recreation Programme 4.4.1 Number of work opportunities enabled in the School Sport Sector (Facility Management) 4.5.2 Number of work opportunities enabled at MOD centres 4.6.2 Number of youth-in-service opportunities created (Indicator numbering as per APP 2025/26)
MTDP link	Inclusive growth and job creation, reduce poverty and tackle the high cost of living, A capable, ethical and developmental state
Disaggregation of beneficiaries	By age (youth, adults), gender, type of employment (full-time, part-time), geographic location (urban, rural), and type of sector activity (coaching, administration, events, facility management).
Spatial transformation	Prioritizing job creation and economic empowerment opportunities in disadvantaged or underserved communities, ensuring that the economic benefits of sport and recreation are distributed equitably and contribute to spatial transformation.
Reporting cycle	Quarterly reporting on job creation and economic activities within sport, recreation, art and culture sectors, with annual assessments on the sustainability of jobs and long-term economic empowerment outcomes.
Desired performance	Increased number of sustainable jobs created in sport, recreation, art and culture sectors, with measurable economic empowerment for communities, particularly in rural and disadvantaged areas.
Indicator responsibility	Programme Managers for Programme 2, 3 and 4

ANNEXURE B: DISTRICT DEVELOPMENT MODEL

Areas of Intervention	Medium Term (3 years - MTEF)					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
Cape Winelands District	Request for upgrading of Sport and Recreation Facilities - Upgrading of cloakrooms at Van Zyl Street Sports Ground.	R619,272.37	Cape Winelands Municipality	Van Zyl Sport Ground Latitude: -33° 47' 59.99" S Longitude: 19° 52' 59.99" E	Director Sport Promotion	Cape Winelands District Sport Council
Cape Winelands District	Resurfacing of Netball Courts and Installation of Paving.	R 300,000.00	Cape Winelands Municipality	Klapmuts Sport Facility	Director Sport Promotion	Cape Winelands District Sport Council
Cape Winelands District	Installation of Floodlights and Multi-purpose Courts	R 957,227.63	Cape Winelands Municipality	Bella Vista Sport Grounds Latitude: -33° 22' 8.00" S Longitude: 19° 18' 39.42" E	Director Sport Promotion	Cape Winelands District Sport Council
Garden Route District	Outdoor Gym Equipment	R 323,500.00	Garden Route District Municipality	Uniondale Sport Ground Location Western Cape Latitude: 33°39'19.1" S Longitude: 23°07'22.88" E	Director Sport Promotion	Eden Sport Council
Garden Route District	Provincial Treasury and DCAS to further discuss the matter pertaining a 15% VAT payable to SARS on municipal transfers for library functions or alternatively the downscaling of library services.	No budget allocated to VAT payments by Municipalities. Department in discussion with Garden Route municipalities regarding the provision of public library services in the area.	NA	NA	NA	NA

ANNEXURE C: ICT PLAN

Strategic Outcome	Description of the Digitisation Intervention	Responsible Lead or Branch	Target 2029/30
Increased participation and active engagement in reading, recreation, sport, culture, arts, and heritage contribute to improved personal wellbeing and overall community vitality. (Participation)	The implementation and enhancement the Gym Management System to better manage access to the Western Cape Government gym, based on global trends.	Programme 4: Sports Promotion	2025-26: System will be up and running 2026-27: Monitoring of system functionality 2027-28: Monitoring of system functionality/ Evaluation and enhancement 2028-29: Monitoring of system functionality 2029-30: Monitoring of system functionality
Social inclusion and lifelong development are fostered through platforms that enhance access to knowledge and engagement, leading to more inclusive and empowered communities. (Platforms)	Free access to the internet and electronic resources through public libraries, enhancing access to knowledge and engagement.	Programme 3: Library Services	2025-26 June 2025 Project initiation Description of milestone 2026-27 June 2026 System completed and accessible to the public 2027-28 June 2027 Monitoring of system functionality/ Evaluation and enhancement 2028-29 June 2028 Monitoring of system functionality 2029-30 June 2029 Monitoring of system functionality
	Western Cape Events Portal to streamline digital access to information, documentation, and events in the arts, culture, sport, and recreation sectors.	CD Sports and Recreation Sports Promotion Major Events	2025-26: Completed and active platform 2026-27: Monitoring of system functionality 2027-28: Monitoring of system functionality/ Evaluation and enhancement 2028-29: Monitoring of system functionality 2029-30: Monitoring of system functionality/Evaluation and enhancement
	Digitization of Archival Records to ensure long term preservation of archival records and that these records are made accessible to the public online.	DCAS: Provincial Archives Services	Number of archival records made accessible to the public online. 2025-26: 120 000 2026-27: 120 000 2027-28: 110 000 2028-29: 110 000 2029-30: 110 000

Strategic Outcome	Description of the Digitisation Intervention	Responsible Lead or Branch	Target 2029/30
	An online training platform implemented to provide training for Records Management and Registry Clerks.	DCAS: Provincial Archives Services	Online courses allow for more people to be reached through the online platform. Number of Training Interventions implemented. 2025-26: 160 2026-27: 160 2027-28: 160 2028-29: 160 2029-30: 160
	The implementation of an Archives Webs Portal to ensure increased access to archival records and that these records are made accessible to the public online.	DCAS: Archives Services	2025-26: Awareness campaigns to promote use of Archives Portal. 2026-27: Monitor the use of the Archives Web Portal. 2027-28: Monitor the number of enquiries. 2028-29: Monitor the number of enquiries. 2029-30: Monitor the number of enquiries.
	Digitization of Archival Records to ensure long term preservation of archival records and that these records are made accessible to the public online.	DCAS: Archives Services	Enhanced access to archival heritage.

Head of Communication
Department of Cultural Affairs and Sport
Private Bag X9067, Cape Town, 8000
tel: +27 21 483 9877
www.westerncape.gov.za/cas

Afrikaans and isiXhosa versions of this publication are available on request.
E-mail: Dcas.com@westerncape.gov.za



**Western Cape
Government**

PR 229/2025
ISBN: 978-1-83491-022-2