

ANNUAL PERFORMANCE PLAN 2023/24





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ACCOUNTING AUTHORITY STATEMENT

H.R.H PRINCESS CELENHLE DLAMINI CHAIRPERSON

On behalf of the National Arts Council Board, Management and Staff, it is my honour to present the NAC Annual Performance Plan for the 2023/2024 financial year.

The National Arts Council (NAC) is the largest funding Agency for the Arts & Culture sector under the Department of Sport, Arts and Culture. This funding responsibility allows us to serve seven of the industries disciplines namely: Music, Dance, Craft, Literature, Music, Multidiscipline, Theatre and Visual Arts as mandated by the NAC Act. During the mid-year strategic plan review, we refined the focus to two strategic outcomes which are, developing the arts industry, and ensuring organisational sustainability. These two outcomes will be achieved through:

- Developing capacity in the arts industry.
 Promoting our arts industry.
- Advancing thought leadership in the arts.
 Developing strategic partnerships and,
- Achieving Organisational Excellence.

Research undertaken by the South African Cultural Observatory (SACO, 2022) estimates that the contribution of the Cultural and Creative Industries (CCI) to the South African GVA is R161 billion, and accounts for 6% of all employment in South Africa (an estimated 1 million jobs).



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This represents 2.97% of South Africa's total economic production in 2020, and makes the sector approximately the same size as the agriculture sector. The Councils strategic target focus in the next few years is to return the CCI industry to its peak pre-pandemic GDP growth rate of 3.4% year on year.

Notwithstanding this contribution and the expected growth of the sector, the level of funding to the NAC is not equitable to the size and contribution this sector makes to the country.

FURTHERMORE ...

We have been privileged to have been selected by the Department of Sport, Arts and Culture (DSAC) to continue administrating the Presidential Employment Stimulus Programme (PESP) fund. During our last PESP funding call, the NAC received funding applications from over four thousand applicants, with a value of over R5 billion. However, we only had R180 million PESP funding available to disburse to the artists. With the limited funding the institution receives from the DSAC annually to fund all these art disciplines, this expectation is not realisable.

As part of our commitment to ensure we fulfilour mandate and achieve the targeted plans we have set for the entity, we will be aggressively seeking strategic partnerships locally and abroad to achieve our mission to raise additional funding.

These strategic partnerships will also serve to promote the South African artists in order to balance the South African cultural goods trade deficit, with the value of cultural goods imports being more than the value of exports.

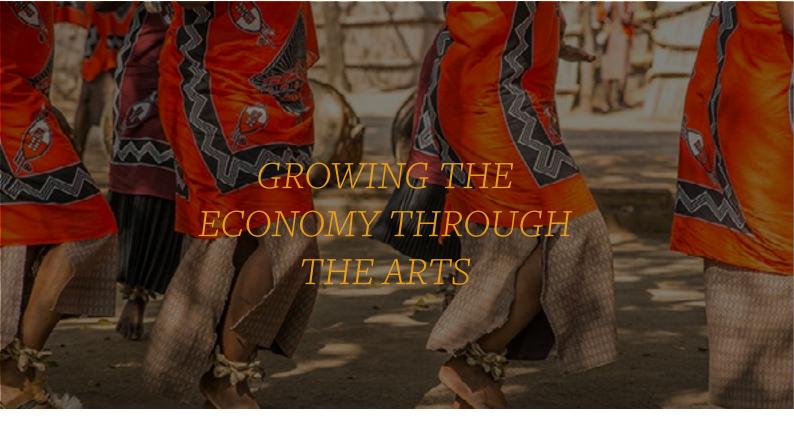
Additional focus will be placed on improving access to funding for our marginalized constituents by hosting capacity buildingprogrammes for the various provinces with local partners.

This is due to the high number of applicants that are rejected for funding due to non-compliance with our funding policies.

The sector's impact on arts development, transformation, economic development, social cohesion, and the arts' contribution tonation building, needs to be maximised to fulfil the goals of the National Development Plan.

In the previous financial year, the NAC allocated approximately 60% redistribution of funding to six (6) identified marginalised provinces to ensure equitable support across the various provinces. Council set guidelines that over 40% of the funding must be prioritised and allocated to the marginalised groups and individuals within these regions.

The NAC plans to maintain the samelevel of support towards these identified groups and regions. The NAC Annual Performance Plan for the 2023/2024 financial year also addresses the strengthening of our corporate governance and resource management to support our operations and functions.



Achieving organisational excellence and sustainability is at the centre of our focus in this financial year. In conclusion, I wish to extend my sincere gratitude to Council Members, Management and Staff of the National Arts Council, for the commitment and contributions made towards achieving targets from the previous APP and the development of the new Annual Performance Plan (APP). I am confident the entity is on the right trajectory to achieving its full potential.



H.R.H Princess Celenhle Dlamini

Chairperson National Arts Council of South Africa

Official sign-off

Executive Authority

It is hereby certified that this APP:

- was developed by the management of the NAC under the guidance of Council,
- was prepared in line with the current Strategic Plan of the NAC, and
- accurately reflects the performance targets the NAC will endeavour to achieve given the resources made available in the budget for 2023/24.

Jason O'Hara Acting Chief Financial Officer	Signature:
Julie Diphofa Acting Chief Executive Officer	Signature.
Approved by:	0
H.R.H. Princess Celenhle Dlamini Chairperson	Signature:
MR N.G. KODWA, MP	Signature: KODWA, MP

LIST OF

ABBREVIATIONS

ADO	Arts Development Officer
APP	Annual Performance Plan
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DSAC	Department of Sports, Arts and Culture
EXCO	Executive Committee
ENE	Estimates of National Expenditure
GMS	Grant Management System
HR	Human Resources
ICT	Information and Communications Technology
MGE	Mzansi Golden Economy
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTEF	Medium-Term Expenditure Framework
NAC	National Arts Council
PACC	Provincial Arts and Culture Council
PESP	Presidential Employment Stimulus Programme
NDP	National Development Plan
SOP	Standard Operating Procedure



VISION

Art is power! Wa Twa!



MISSION

To catalyse mandated arts disciplines towards a sustainable arts sector, addressing historical inequities for improved quality of life for South African artists



VALUES

The NAC is committed to the following values:

- Integrity
- Creative
- Collaborative
- Service excellence
- Caring





1. LEGISLATIVE MANDATE

Section 16 (1) (c) of the Bill of Rights underscores the importance of artistic expressions by declaring; "Everyone has the right to freedom of expression, which includes: freedom of artistic creativity and by extension the NAC has a legislative mandate to ensure that everyone has the right to freedom of expression".

This constitutional provision elevates the right to artistic expression of citizens at the same level as other rights that makes our country a revered constitutional democracy with a strong human rights posture.

OUR **MANDATE**

For this reason, arts functions, as envisaged in our Constitution, are concurrent functions that are performed at national, provincial, and local levels; in terms of our three-tier system of government.

Between schedule 4 and 5 of the Constitution, the arts functions can be delineated as follows:

Table 1 - Delineation of Arts function as per Constitution.

SPHERE OF GOVERNMENT	CATEGORY OF FUNCTIONS	SPECIFIC FUNCTIONS	REFERENCE
National and Provincial Spheres	Functional areas of concurrent national and provincial legislative competence	Cultural Matters Provincial recreation and amenities	Schedule 4, Part A
Provincial Sphere	Functional areas of exclusive provincial legislative competence	Provincial Cultural Matters	Schedule 5, Part A
Local Sphere	Local government matters to the extent set out for provinces in section 155(6)(a) and (7)	Local Amenities	Schedule 5, Part B

The National Arts Council is one of the statutory bodies, agencies, of the Department of Sport, Arts and Culture with each being created by specific legislation. Accordingly, the NAC was established through the promulgation of Act No. 56 of 1997 - National Arts Council Act. This Act makes the NAC the sole national arts agency in support of the broader mandate of the department.

This is also the Act that further articulates the mandate for the NAC in greater detail and in a manner that distinguishes it from other agencies and the Department. Specifically, Section 3, "objects of the council" enumerates the totality of what the Act was established to achieve as reproduced in the incept on page 15.

3. The objects of the Council are:

- 1. to provide, and encourage the provision of, opportunities for persons to practice the arts;
- 2. to promote the appreciation, understanding and enjoyment of the arts;
- 3. to promote the general application of the arts in the community;
- 4. to foster the expression of a national identity and consciousness by means of the arts;
- 5. to uphold and promote the right of any person to freedom in the practice of the arts;
- 6. to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts;
- 7. to address historical imbalances in the provision of infrastructure for the promotion of the arts;
- 8. to promote and facilitate national and international liaison between individuals and institutions in respect of the arts;
- 9. to develop and promote the arts and to encourage excellence in regard to these.

A synchronised review of table 1 and figure 1, above, creates a succinct mandate for the NAC in relation to the performance of the arts' functional areas nationally, and the two other spheres of provincial and local governments, respectively; the most significant of which is the reality that strategic partnerships and seamless co-operation, against the backdrop of the principle of corporate governance as envisaged in the constitution, is paramount for success.

1.1. Relevant Legislation and Policy Framework

The existing legal framework for cultural governance in South Africa comprises of a wide array of other, different statutes, many of which are currently under review.

The acts include, amongst others:

- i. the National Arts Council Act;
- ii. the Cultural Institutions Act;
- iii. the National Heritage Council Act;
- iv. the National Heritage Resources Act;
- v. the National Film and Video Foundation Act;
- vi. the PAN South African Language Board Act;
- vii. the National Archives and Record Service of South Africa Act;
- viii. the South African Geographical Names Council Act;
- ix. the Heraldry Act;
- x. the Legal Deposit Act;
- xi. the National Library of South Africa Act; and
- xii. the Library for the Blind Act.
- xiii. the Public Finance Management Act, 1999
- xiv. the Public Administration Management Act, 2014

MTSF Priorities Alignment

Priority 1 Building a capable, ethical, and developmental state	For the NAC this priority is of strategic importance because it must be anchored on the recognition that the arts sector is at its various phases of development; some sectors and communities are more advanced than others, whilst others remain in the margins of society. It is important that marginalised and indigenous arts are developed to the same level as those in the mainstream and be able to build creative skills that are able to produce competitive artistic goods and services with access to local and international markets.
Priority 2 Economic transformation and job creation	The NAC's funding trajectory must be informed by the need to grow the economy, whilst ensuring that the sector produces artistic goods and services that shape the character of the country. The NAC will support participation of arts practitioners from marginalised communities to increase job opportunities.
Priority 3 Education, skills, and health	The NAC's commitment to skills development, education and capacity building is knit through the arts disciplines, including bursaries, to ensure that the country does create a skills base of arts practitioners that compete at international level and produce goods and services good enough for exports. Mental health remains one of the most challenging social ills in our society, particularly the arts sector. As the NAC we remain cognizant of the need to stimulate the economy so that artists do not fall into depression because of their socio-economic circumstances. Capacity building and skills development across NAC art disciplines for a competitive cultural and creative sector.
Priority 4 onsolidating the social wage through reliable and quality basic services	The NAC will continue to influence policy and legislation that will address social security and a living wage for practitioners. The arts practitioners rely on their craft and profession to earn a living, and during economic strife, similar what has been experienced during Covid-19, it became clear that government needs to do more in ensuring security of tenure for the arts.

Priority 5 Spatial integration, human settlements, and local government	The NAC is cognizant of the class, urban and rural divide, and the challenges of some communities to access funding because of the geographical distance from the economic centres. In bridging the gap, the NAC will be forging partnerships with various stakeholders at local government to make sure that even those in the most remote areas of our country can be assisted in accessing funding from the NAC, through localised Help Desks. A socially integrated and diverse arts funding programme that merges the gaps between urban, peri-urban, and rural communities.
Priority 6 Social cohesion and safe communities	This is the core of the NAC's mandate, which is to make sure that cultural productions and art creations contribute to social cohesion and create a safe environment where artists can practice their craft. This will translate into a funding programme that promotes the diversity of cultural expressions whilst promoting national unity.
Priority 7 A better Africa and World	South Africa's artistic and cultural expressions continue to make meaningful impact on the Continent and the rest of the world. The NAC continues to create an environment, through its funding and support, to ensure that the country produces competitive artistic expressions, whether it is in theatre, music, visual arts, craft and literature.

National Policies and Strategies Relevant to the NAC

- 1. National White Paper on Arts, Culture and Heritage (1996)
- 2. Revised White Paper on Arts, Culture and Heritage (2017)
- 3. DSAC 2020-2025 Strategy

2. UPDATES ON INSTITUTIONAL POLICIES AND STRATEGIES

The NAC's new enhanced strategy has shifted from a programme-focused funding approach back to a discipline-focused funding approach. These changes in the policy environment do not impact on the NAC's ability to achieve all targets as set out in the NAC's five-year strategy.

3. UPDATE ON REVEVANT COURT RULINGS

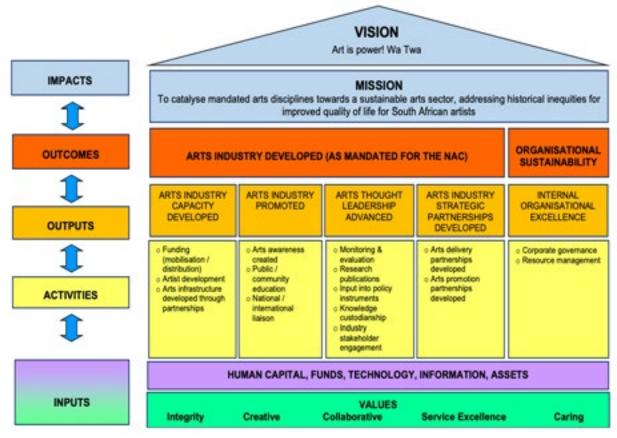
No Court Rulings applicable.





OUR STRATEGIC FOCUS

Figure 1: NAC Strategic Framework



1. UPDATED SITUATIONAL ANALYSIS

The global Covid-19 pandemic continued to put a strain on the arts sector and lockdown regulations had a devastating impact on income generation and job opportunities for practitioners. The pandemic further impacted on funding and sponsorship usually available to the arts, thus placing major strain on DSAC and the NAC to assist the sector in whichever way possible.

During 2022/23, the organisation enhanced its digital operations with limited business disruption and was able to continue to operate. This resulted in strengthened digital systems and communications including social media to ensure that the external stakeholders are informed, and their services are uninterrupted to the public.

1.1 EXTERNAL ENVIRONMENTAL ANALYSIS



An increase of political recognition and appreciation for the invaluable contribution made by the sector to society, including its contribution to the economy and social cohesion is a favorable gesture to the country's democratic dispensation.

The need for a political will and a clear policy and legal framework to address the disparities in the sector requires of government to clearly articulate itself on how it sees the

cultural and creative industries, relevant to other industries. This is evident from limited funding that the fiscus makes available to the creative industries, including a social security net for arts practitioners.

Whilst the White Paper on Arts and Culture Africa will go a long way in the reorganisation and consolidation of the sector, which also will have an impact on the future of the National Arts Council, because of the possible merger between the entity and the National Film and Video Foundation, there is a lot more to be done to address the plight of the cultural and creative practitioners.



The digital divide continues to be a challenge to the sector as applicants still struggle to access all the necessary digital tools and good network connectivity to complete applications, upload documents and gain access to the grant making portal of the NAC.

For the NAC to ensure the ease of access to Grant Funding, requires user-friendly technology solutions and a Grant Management System that is easy to navigate by those living on the margins of our society. The migration of user-friendly technologies to smart devices will also go a long way in assisting arts practitioners to interact with the NAC's application platforms. Given the high number of applications received on the GMS platform, majority of applicants have started to embrace technology.



The research study conducted by the South African Cultural Observatory (SACO) reveals interesting statistics regarding the size and contribution of the cultural and creative industries. The fact that this sector contributes R73,4 billion rand to the national fiscus, as well over 1.14 million jobs, is indicative on the need government to pay special attention to this industry. Unfortunately, the level of funding is not

equitable to the size and contribution this sector makes to the country and yet there is an expectation from the NAC to fund the majority of the cultural modes albeit with grossly limited funding it receives from National Treasury.

In a post-pandemic South Africa, arts and culture are progressively important and yet, vulnerable. The regulations and drastic containment measures introduced disrupted domestic and economic activities which led to income and job losses in both the formal and informal sectors which pushed thousands of families into poverty. The pandemic was likely to have worsened the income inequalities that characterize the country's economy. The COVID-19 pandemic made things worse for the ordinary South African and the unemployment rate rose to 33% in the Q2 of 2022.

The fact that this sector contributes R73.4 billion rand to the national fiscus, as well as 1 million jobs, is indicative on the need for government to pay special attention to this industry. Unfortunately, the level of funding is not equitable to the size and contribution this sector makes to the country and yet there is an expectation from the NAC to fund many of the cultural modes albeit with grossly limited funding it receives from National Treasury Department of Sport, Arts and Culture.



The sector is still reeling from devastation caused by the pandemic with hundreds of thousands of practitioners who are struggling to practice their craft because of the pandemic due to reduced funding. The NAC is not spared in dealing with what is becoming social and economic dilemma for industry.

Solutions to ease the financial burden and impending poverty and unemployment calls on the NAC to seek alternative solutions in providing much needed relief to the sector.



The Presidential Employment Stimulus Package (PESP), which was the government's response to the pandemic and the economic hardship faced by the artistic community has also brough about it a few legal challenges for the NAC. Some of the decisions taken by the Council, when dealing with the PESP and equitable distribution to sector that much needed the relief has been challenged in Court by several organisations, including same referred to the Public Protector.

The NAC continues to find amicable solutions and reconciliatory tone in addressing and concluding some of these legal challenges.



The NAC enshrines the importance of environmental considerations in its value system and encourages applicants for grant funding to respond to this value in proactive ways.

1.2 INTERNAL ENVIRONMENTAL ANALYSIS

Staff is back at the office full-time and is thus able to service the needs of the industry. The current water and electricity disruptions are causing health risks to staff.

The Council's focus on improving stakeholder engagement and open communication to all stakeholders, particularly women, youth and people living with disabilities, are yielding positive results.

1.3 ORGANISATIONAL ENVIRONMENT

The Council in the NAC provides strategic direction and leadership to the organisation. The Council is also responsible for policy matters and outcomes. The Company Secretary in the Office of the Chief Executive Officer supports the Council with all its administrative matters. The CEO supports the Council in providing strategic direction and leadership to the organisation. The CEO is also responsible for the NAC's outputs and implementation thereof.

In this current financial year, council would like to fill vacant positions, particularly executive management. The CEO and CFO positions are currently vacant.

The Council updated the NAC's strategy during 2022/23, to meet the needs of the industry. The entity's current approved macro-organisational structure entails of 34 approved positions, with 2 top managers and 1 Senior manager in leadership posts. 4 middle management and 27 on Junior/Skilled and Semi skills levels.

The arts development unit, which is the core business, is responsible for 7 Art disciplines, bursaries and Arts Organisation Support Funding, with the largest disciplines being Music and Multidiscipline. The unit comprises of 1 senior manager and 9 middle management Arts Development Officers with limited administrative support.

The Arts Development unit will be strengthened with core functions such as a GMS champion and Research and Policy.

In addition to further capacitate the entity; the CEO's office plans to strengthen the Legal, Strategic Planning/Monitoring & Development/Reporting, Donor Coordination sections and internal auditing. Marketing & Communication unit was strengthened with additional resources in the space of Graphic design and Public Relations. Finance unit was strengthened to ensure segregation of duties.

The Department has given the NAC the opportunity to continue with their Presidential Employment Stimulus Programme to support the sector for a period of 2 years and thus the NAC has appointed additional temporary staff to assist with the rolling out of the programme.

Department	Successes
Arts Development	The Arts Development Unit continues to receive an increased number of applications annually due to an increase of the NAC's awareness in the public and a higher demand for funding. During the previous financial year, the NAC received an unprecedented number of applications, against a fixed number of Arts Development Officers who are required to process applications efficiently and effectively within a short space of time. The Arts Development unit has made significant strides in digitising the grant life cycle. Digitisation of application processes through the Grant Management System (GMS) is being are constantly being improved. Although the NAC recognises that some beneficiaries may have connectivity challenges due to the urban and rural divide in terms of access to resources, the NAC has tried to zero rate the GMS for applicants to access the system with minimal costs. Digitisation though, must be acknowledged for ensuring data integrity, keeping the trail of applications from administration review processes, panel reviews and approval by Council and through to disbursement processes. The Arts Development Unit has established a call-center to deal with a high number of enquiries and to support applicants in the process of applying for funding.
Finance	The NAC has maintained an Unqualified Audit result through effective administrative processes and is in the process of integrating the Finance Accounting System into the GMS to attain a fully digital process in the grant life cycle. The entity might well experience budget cuts and will need to find a way of operating under these constrained conditions.
HR	The organisation will focus on employee wellness and provides continuous support to staff. The maintenance of a healthy and compliant working environment is a priority. Budget constraints are restricting the unit from achieving its operational plans fully to address the capacity enhancements in the different units.

IT	The Grant Management System (GMS) was updated to allow beneficiaries to upload reports thereby eliminating possible human error and improved recordkeeping. Research was conducted to cater for flung out areas where data access is an issue. Vodacom was appointed to create a zero-rating platform for applicants with limited data. Budget constraints are restricting the unit from achieving its operational plans fully.
Communications	The unit has strengthened its digital marketing strategy through the utilisation of social media. Budget constraints are restricting the unit from achieving from meeting its targets fully to address support of the different units.



1.4 SWOT ANALYSIS





Arts industry capacity developed.

- Funding (mobilisation / distribution)
- Artist development

Arts industry promoted.

- Arts awareness created.
- Public / community education

Arts industry thought leadership advanced.

• Knowledge custodianship

Corporate governance

- Strategic positioning
- Business performance management
- Stakeholder relations management
- Compliance management
- Company secretariat

Resource management

- HR management
- Financial management
- Technology management
- Information / knowledge management

Arts industry capacity developed.

Arts infrastructure developed through partnerships.

Arts industry promoted.

National / international liaison.

Arts industry thought leadership advanced.

- Monitoring & evaluation
- Research publications (outcomes / position papers / articles)
- Input into policy instruments
- Industry stakeholder engagement (national / international).

Arts industry strategic partnerships developed.

- Arts delivery partnerships developed.
- Arts promotion partnerships developed.
- Corporate governance
- Communication / branding
- Organisational culture development



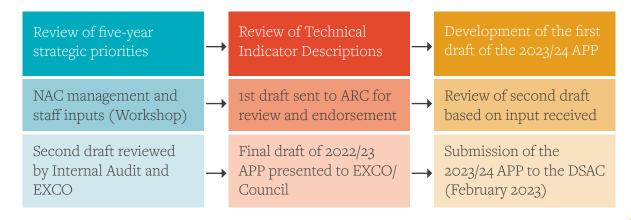
THREATS

- Capitalise on alternative sources of funds (e.g., channeling lottery funding to the NAC, international funding through bilateral agreements, etc.)
- Capitalise on national and international STEAM concept.
- Virtual technologies for international collaboration / partnerships
- Collaboration with sister cities and provinces' arts councils
- Digitisation (funding app, etc.)
- Collaboration with traditional councils for resources
- Collaboration with private sector company to invest in arts.
- Partnerships with educational sector partners.
- Centralise grant system.
- Collaboration with other arts federations
- Collaboration with other national arts entities

- Lack of sufficient funding.
- Duplication of functions with shareholder (DSAC).
- Shifting political priorities.
- Negative publicity from arts sector.
- Lack of access to technology in rural areas.
- Loadshedding and water restrictions. impacting on business continuity.
- Arts sectors slow in adapting to future .technologies in rural areas.
- Negative publicity from the public.
- Competition for resources.

1.5 OVERVIEW OF THE DRAFTING OF THE ANNUAL PERFORMANCE PLAN

Consultations were held with the NAC's core team to inform the final draft of the APP. The diagram below outlines the NAC's strategic planning process for the drafting of the 2023/24 APP.



1.6 COMPLIANCE WITH LEGISLATION

The NAC complies with the following legislations:

- National Arts Council Act
- National Arts Council Legislation
- Public Finance Management Act
- National Treasury
- Supply Chain Regulations
- Labour Relations Act

A compliance deviation refers to an instance of non-compliance with the criteria for a specific subject matter or to a limitation placed on the auditor in auditing compliance with the criteria.

The assessment of what represents a material compliance deviation includes considerations of quantitative and qualitative aspects of the transactions or legislative requirement concerned.

A percentage compliance deviation rate is used for criteria that are applied in respect of high volumes of transactions or activities and where a margin of error is tolerated.

If a compliance deviation is not quantitatively material, several factors are considered in applying professional judgment to determine whether the non-compliance is qualitatively material. Such factors may include the following:

- Impact of the non-compliance in terms of value on irregular or unauthorised expenditure incurred.
- Circumstances of the non-compliance.
- Nature of the non-compliance.
- Cause leading to the non-compliance.
- Possible effects and consequences of non-compliance.
- Visibility and sensitivity of the programme in question.
- Needs and expectations of the oversight, the public or other users of the auditor's report.

OVERVIEW OF 2023 - 2025 BUDGET AND MTEF ESTIMATES

The budget and medium-term expenditure framework (MTEF) estimates for the 2023 – 2025 period are illustrated below.

1				Estimated				
Statement of Financial Performance	AI	Audited Outcome		Outcome				
	2019/20	2020/21	2021/22	2022/23	2023/24	2023/24	2024/25	2025/26
Revenue								
Non Tax Revenue	3 013	3374	9889	1 800	1 800	1 300	1 800	1 800
Other Non Tax Revenue	202	61	2742					
Interest Income	2 806	3 355	4 243	1 800	1 800	1 800	1800	1 800
Transfers received	117 182	111 879	120 137	123 015	123 487	131 886	129 033	134814
		321 545	65 375	0				
Total Revenue	120 195	436 798	192 497	124815	125 287	133 686	130 833	136 614
Expenses								
Current expenses	35 721	35 289	47 084	38 705	32 672	34 772	34 058	35 503
Compensation of employees	21 753	20 987	25 661	23 549	23 549	23 549	23 549	23 549
Goods and services	12 911	13176	20 724	15156	9 123	11 223	10 509	11954
Depreciation Interest (finance costs)	1057	1126	669	52				
Grant transfers	30756	404 308	161710	86111	92 615	98 915	96 775	101 111
Total Expenses	116 477	439 597	208 794	124815	125 287	133 686	130 833	136 614
Surplus / [Defleit)	3 718	(2 799)	(16 297)	,	0		1	8.5

OVERVIEW OF 2023 – 2025 BUDGET AND MTEF ESTIMATES

Notes to Statement of Financial Performance:

Transfers received

Budgets are calculated accordingly and in line with the legislative 75% grant funding 25% operations budget split. The National Arts Council (NAC) receives allocations from National Treasury for the MTEF period.

2. Compensation of Employment

The budget for compensation of employment will remain the same as prior year.

This is due to the fact that NAC has a 9% vacancy rate but will reviewed at regular interval periods during the financial year.

3. Goods and Services

The NAC Act stipulates that 75% of the total budget allocated should be awarded to the sector in the form of grants, administration. DSAC has allowed the NAC to use 70% of the budget for grant funding and the remaining 30% for administration and operations but As outlined in the table above, the bulk of the strategic objectives are driven through grant funding. has ended at the end of 31 March 2023.

Therefore the expenditure for goods and servicess have decreased for the MTEF period.

OVERVIEW OF 2023 – 2025 BUDGET AND MTEF ESTIMATES

The budget and medium-term expenditure framework (MTEF) estimates for the 2023 – 2025 period are illustrated below.

through grant funding. However, DSAC has allowed the NAC to use 70% of the budget for grant funding and the remaining 30% for The NAC Act stipulates that 75% of the total budget allocated should be awarded to the sector in the form of grants, with the remaining 25% to be utilised for administration. As outlined in the table above, the bulk of the strategic objectives are driven administration and operations.

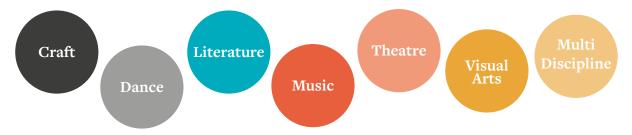
Statement of Financial Position		Au	Audited Outcome		Estimated Performance	Medi	Medium Term Estimates	tes
	Notes	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
ASSETS Current assets		65 280	298 659	71 002	63 857	68 852	056 69	75 920
Trade and other receivables	-	460	928	401	250	095	280	009
Cash and cash equivalents	7	64 820	297 731	70 601	63 607	68 292	69 370	75 320
Non-current assets		13 821	13 513	18 130	19 520	12 106	12 350	14 400
Property, plant and equipment	m	13 653	13 446	18 086	19 500	11 756	12 000	14 000
Intangible assets	4	168	49	44	20	350	350	400
Total assets		79 101	312 172	89 132	83 377	80 958	82 300	90 320
LIABILITIES Current liabilities		58 705	294 031	82 137	72 825	63 600	61 600	68 820
Trade and other payables	2	1 089	3 458	2 278	4 399	3 500	3 500	3 820
Current provisions	9	54 999	272 861	68 232	59 174	53 000	51 000	54 000
Deferred income	7	2617	15 995	9996	7579	2 000	2 000	8 000
Other current financial liabilities	00		1717	1961	1673	2 100	2 100	3 000
Total liabilities	. io	58 705	294 031	82 137	72 825	63 600	61 600	68 820
NET ASSETS		20 396	18 141	6 995	10 552	17 358	20 700	21 500
Accumulated surplus / (deficit)		13 481	10 674	(\$ 616)	2 632	11 258	14 400	15 000
Reserves		6915	7 467	12 611	7 920	6 100	9 300	9 200
Total net assets and liabilities	_	79 101	312 172	89 132	83 377	80 958	82 300	90 320



INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

1.1 Programme 1: ARTS DEVELOPMENT

The purpose of this programme is to create sustainable arts capabilities, through funding and strategic partnerships. The aim is to increase access markets, adequate performing arts spaces which will lead to showcasing and networking opportunities. The NACs funding categories are made up of the following funding disciplines listed below:



1.2 Programme 2: ADMINISTRATION

This goal seeks to build the internal capabilities and capacity that the NAC will require to implement its strategy. It incorporates, governance and risk management strengthening initiatives, HR support, Finance, Communications, ICT and Research.



OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Programme 1: Administration

		ANNUA	L PERFORM	MANCE PLA	ANNUAL PERFORMANCE PLAN: 2023/2024			
					ANNUAL TARGETS	TS		
Outputs	Output Indicators	PEI	AUDITED PERFORMANCE	CE	ESTIMATED PERFORMANCE	N	MTEF PERIOD	0
		2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
		Outcor	ne 2: Organ	nisational su	Outcome 2: Organisational sustainability			
•	Audit opinion	ı	ı	ı	Unqualified	Unqualified	Unqualified	Unqualified
Organisational Excellence achieved Corporate	Number of Board evaluations conducted.	I	ı	I	New Indicator	1	г	1
governance excellence achieved.	Number of developed / reviewed policies approved by council	I	ı	I	New Indicator	8	8	~
Resource management	Percentage vacancy rate	1	1	ı	9%	10%	10%	10%
excellence achieved. (HR, financial,	Percentage of skills plan implemented	1	I	I	%69	%09	%59	70%
tecnnology, information	Percentage variance on budget spent	ı	I	ı	5%	2%	2%	5%
management)	Percentage network uptime	1	1	ı	7%	7%	7%	7%

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS - PROGRAMME 1: ADMINISTRATION

Output Indicators	Annual Target	Qı	Q2	Q3	Q4
Audit opinion	Unqualified	1	Unqualified	1	ı
Number of Board evaluations conducted	1	ı	ı	I	1
Number of developed / reviewed policies approved by council	3	1	1	1	3
Percentage vacancy rate	10%	1	ı	1	10%
Percentage of skills plan implemented	%09	1	ı	I	%09
Percentage variance on budget spent	2%	1	ı	I	2%
Percentage network uptime	98%	%86	%86	%86	%86

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS Programme 2: Arts Development

ANNUAL PERFORMANCE PLAN: 2023/2024	ANNUAL TARGETS	MTEF PERIOD	2025/26		%09	%09	∞	9	9	10
			2024/25		%09	%0\$	7	ις	9	6
			2023/24	AC)	%09	40%	9	4	10	∞
		ESTIMATED PERFORMANCE	2022/23	Outcome 1: Arts industry developed (As mandated for the NAC)	%09	%09	2	4	10	∞
		CE	2021/22	eloped (As n	46%	N/A	N/A	N/A	N/A	N/A
		AUDITED PERFORMANCE	2020/21	ndustry dev	N/A	N/A	N/A	N/A	N/A	N/A
			2019/20	me 1: Arts iı	N/A	N/A	N/A	N/A	N/A	N/A
	Output Indicators			Outcor	Percentage of Grant Funding allocated to the 6 underfunded Provinces	Percentage of Grant Funding allocated to marginalised Groups across the 9 provinces	Number of capacity building programmes on indigenous knowledge Systems and Intellectual Property	Number of community Arts Centres producing content or training on indigenous arts	Percentage increase in the number of approved grants	Number of indigenous art forms funded by the NAC
	Outputs						Arts industry capacity developed			

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS - PROGRAMME 2: ARTS DEVELOPMENT

Output Indicators	Annual Target	Qı	Q2	Q3	Q4
Percentage of Grant Funding allocated to the 6 underfunded Provinces	%09	ı	%09	ı	I
Percentage of Grant Funding allocated to marginalised Groups across the 9 provinces	40%	1	40%	I	I
Number of capacity building programmes on indigenous knowledge Systems and Intellectual Property	9	I	9	I	ı
Number of community Arts Centres producing content or training on indigenous arts	4	I	4	I	I
Percentage increase in the number of approved grants	10%	ı	10%	I	I
Number of indigenous art forms funded by the NAC	8	ı	8	I	I

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS Programme 2: Arts Development

	ANNUAL TARGETS	ESTIMATED PERFORMANCE	2022/23 2023/24 2024/25 2025/26	r the NAC)	11 8 10 15	10% 12% 20%	New indicator 1 1 1	New indicator 6 6	52 000 53 000 54 000 55 000	28 000 28 500 29 000 29 500
JAL PERFORMANCE PLAN: 2023/2024	ANNI		2021/22	Outcome 1: Arts industry developed (As mandated for the NAC)	N/A	N/A	N/A N/A	N/A N6	N/A	N/A
ORMANCE		AUDITED PERFORMANCE	2020/21	y developed (N/A	N/A	N/A	N/A	N/A	N/A
		PE	2019/20	rrts industry	N/A	N/A	N/A	N/A	N/A	N/A
ANNI		Output Indicators		Outcome 1: A	Number of approved art platforms supported (programmes & showcasing)	Percentage increase in the number of funded beneficiaries	Number of reports on jobs created by funded beneficiaries	Number of art industry promotion engagements (events, workshops, campaigns, round table, etc.)	Number of industry stakeholders reached through social media	Number of positive industry stakeholder impressions on social media
		Outputs					A	promoted		

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS - PROGRAMME 2: ARTS DEVELOPMENT

Output Indicators	Annual Target	Qı	Q2	Q3	Q4
Number of approved art platforms supported (programmes & showcasing)	8	ı	8	1	ı
Percentage increase in the number of funded beneficiaries	12%	ı	12%	I	I
Number of reports on jobs created by funded beneficiaries	1	ı	-	-	1
Number of art industry promotion engagements (events, workshops, campaigns, round table, etc.)	9	ı	ı	ı	9
Number of industry stakeholders reached through social media	53 000	I	I	I	53 000
Number of positive industry stakeholder impressions on social media	28 500	I	I	I	28 500

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS Programme 2: Arts Development

	ANNL	AL PERF	ORMANC	ANNUAL PERFORMANCE PLAN: 2023/2024	523/2024				
					ANNUAL TARGETS	LS			
Outputs	Output Indicators	वित	AUDITED PERFORMANCE	CE	ESTIMATED PERFORMANCE	N N	MTEF PERIOD	RIOD	
		2019/20	2019/20 2020/21 2021/22	2021/22	2022/23	2023/24	2023/24 2024/25 2025/26	2025/26	
	Outcome 1: Arts	in	develope	d (As mand	dustry developed (As mandated for the NAC)				
Arts thought	Number of arts related publications (Research, position papers, articles, Arts thought success stories, best-practices, etc.)	N/A	N/A	N/A	N/A	∞	∞	∞	
leadership advanced	Number of industry engagements (arts summits, interviews, roundtables, webinars, workshops,	N/A	N/A	N/A	N/A	10	10	10	

etc.)

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS - PROGRAMME 2: ARTS DEVELOPMENT

Output Indicators	Annual Target	Qı	Q2	Q3	Q4
Number of arts related publications (Research, position papers, articles, success stories, best-practices, etc.)	8	7	7	2	2
Number of industry engagements (arts summits, interviews, roundtables, webinars, workshops, etc.)	10	3	8	1	8

OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS Programme 2: Arts Development

ANNUAL PERFORMANCE PLAN: 2023/2024	ANNUAL TARGETS	Indicators AUDITED ESTIMATED MTEF PERIOD PERFORMANCE PERIOD	2019/20 2020/21 2021/22 2022/23 2023/24 2024/25 2025/26	Outcome 1: Arts industry developed (As mandated for the NAC)
		Output Indicators		Outcome
		Outputs		

7	4	15
7	3	12
7	2	10
2	1	13
N/A	N/A	N/A
N/A	N/A	N/A
N/A	N/A	N/A
Number of MoUs signed with industry strategic partners	Number of operational help desks	Number of block bursaries MoUs signed
Arts industry	strategic	developed

OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS - PROGRAMME 2: ARTS DEVELOPMENT

Output Indicators	Annual Target	Qı	Q2	G3	04
Number of MoUs signed with industry strategic partners	2	I	I	1	I
Number of operational help desks	2	ı	1	1	1
Number of block bursaries MoUs signed	10	ı	1	ı	10



The NAC is mandated to allocate and disburse grants to promote arts development. The budget allocated to NAC, will be distributed as follows:

2022/23	Requested Amount 2022/23	2023/24	Requested Amount 2023/24	2024/25	Requested Amount 2024/25
37 799 400	50 268 850	38 129 800	83 851 850	42 012 000	127 509 850
2 861 556	3 891 717	3 004 634	6 615 918	3 154 866	11 247 061
3 575 291	4 862 396	3 754 056	8 266 073	3 941 759	14 052 325
3 575 291	4 862 396	3 754 056	8 266 073	3 941 759	14 052 325
3 262 791	4 437 396	3 425 931	7 543 573	3 597 227	12 824 075
5 811 848	7 904 113	6 102 440	13 436 991	6 407 562	22 842 885
3 262 791	4 437 396	3 425 931	7 543 573	3 597 227	12 824 075
7 150 583	9 724 792	7 508 112	16 532 147	7 883 517	28 104 649
8 299 249	10 148 644	7 154 641	15 647 500	9 488 083	11 562 456
44 583 000	26 083 000	44 583 000	26 083 000	44 583 000	26 083 000
23 000 000	34 500 000	23 000 000	34 500 000	23 000 000	34 500 000
21 583 000	21 583 000	21 583 000	21 583 000	21 583 000	21 583 000
3 728 100	5 592 150	3 728 100	5 592 150	3 728 100	5 592 150
86 110 500	111 944 000	86 440 900	145 527 000	90 323 100	189 185 000

Narrative:

Financial resources are distributed as per above programmes.

The NAC has outlined the goals and each target has a programme attached to it.

The allocation for the Arts Development unit has increased by 6% from the prior year.

UPDATED KEY RISKS

OUTCOME	KEY RISKS	MITIGATION ACTIVITIES
	Inability to meet industry demand	Preventative measures Council oversight Fund raising initiatives Develop alternative sources of funds Negotiation for additional funds Mitigation measures Partnerships Cost reduction
Arts industry	Business interruptions	Preventative measures None Mitigation measures Alternative sources of energy Water reservoirs Remote work Business continuity measures Disaster recovery measures
developed (As mandated for the NAC)	Brand reputation	Preventative measures Achieve clean audit Releasing positive publicity Improve media relations Improve corporate communication Improve stakeholder relations Improve turnaround times Staff development Improve staff performance in relation to clients Comply with legislation Adequate segregation of duties Ethics training Consistent sound public dialogue Mitigation measures Resolve audit findings Adverse media management Consequence management Public dialogue

UPDATED KEY RISKS

OUTCOME	KEY RISKS	MITIGATION ACTIVITIES
	Budget constraints	 Preventative measures Improve shareholder relations Active negotiations Cost containment Revenue generation Budget management Mitigation measures Strengthen above measures
	NAC placed under administration / disbandment	Preventative measures Staff and council training Improve policies Internal controls Achieve clean audit Achieve business targets Good corporate governance Good resource management Mitigation measures Audit implementation plan Strengthen preventative measures
Organisational sustainability	Merger with NFVF transitional risks	 Preventative measures None Mitigation measures Change management NAC job security and advancement Merger business planning
	Loss of key staff	Preventative measures Employee wellness Competitive remuneration Succession planning Staff training Mitigation measures Strengthen above preventative measures
	Data corruption / loss/leaks	Preventative measures Information security controls Continuous cyber monitoring Updating business continuity plan Disaster recovery plan Staff induction / training Ethics training

UPDATED KEY RISKS

OUTCOME	KEY RISKS	MITIGATION ACTIVITIES
	Data corruption / loss/leaks	Mitigation measuresConsistent backupsConsequence management
	Non-compliance to legislation	Preventative measures Strengthen controls Updating policies Continuous professional development Audit and risk committee Mitigation measures Internal Audit
	Poor Corporate Governance	 Preventative measures Controls Systems Terms of reference for council and committees Council training Mitigation measures Consequence management
Organisational sustainability	Fraud Corruption	 Preventative measures Ethics training Strengthen control environment Comply with supply chain management policies Mitigation measures Consequence management Internal audit
	Inadequate funding administration	Preventative measures Simplified funding processes Developed Standard Operating Procedures Staff training Grant management system enhancement IT audit Process digitalization Mitigation measures
		Internal auditComplaints handling / helpdesk

INFRUSTRUTURE PROJECTS

The NAC does not have infrastructure projects.

PUBLIC-PRIVATE PARTNERSHIPS

The NAC does not have any public-private partnerships.





PART TECHNICAL INDICATOR DESCRIPTIONS (TID)

Programme 1: Administration
Outcome 2: Organisational sustainability

1.1 Indicator Title	Audit Opinion
Definition	This indicator tracks the audit opinion of the AG
Source of Data	AG Audit report
Method of Calculation/ Assessment	N/A
Means of Verification	AG Audit report
Assumptions	The NAC will receive an unqualified audit outcome.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Achieve an unqualified audit.
Indicator Responsibility	Finance Unit

1.2 Indicator Title	Number of Board evaluations conducted
Definition	This indicator tracks the number of Board evaluations conducted
Source of Data	Board evaluation reports
Method of Calculation/ Assessment	Simple count
Means of Verification	Board evaluation reports
Assumptions	Board evaluation approval
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	Achieve target as set in APP
Indicator Responsibility	Board secretariat

1.3 Indicator Title	Number of developed / reviewed policies approved by council
Definition	This indicator tracks the number of policies developed and reviewed that are approved by council
Source of Data	Actual policies reviewed and developed
Method of Calculation/ Assessment	Simple count
Means of Verification	Actual policies reviewed and developed
Assumptions	Council approved reviewed and developed policies in the year under review
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Office of the CEO

1.4 Indicator Title	Percentage vacancy rate
Definition	This indicator tracks the percentage vacancy rate
Source of Data	HR records, Annual Recruitment Plan
Method of Calculation/ Assessment	Vacant positions ÷ total approved positions X 100
Means of Verification	HR records
Assumptions	Vacant positions are filled
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	HR unit

1.5 Indicator Title	Percentage of skills plan implemented
Definition	This indicator tracks the percentage of skills plan implemented
Source of Data	Staff skills development records
Method of Calculation/ Assessment	Actual staff trained ÷ planned staff to be trained X 100
Means of Verification	Training records, attendance registers, certificates
Assumptions	Staff attend training as planned
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	HR unit

1.6 Indicator Title	Percentage variance on budget spent
Definition	This indicator tracks the percentage variance on budget spent. Not to be underspent or overspent by the set variance
Source of Data	Management accounts
Method of Calculation/ Assessment	(Budget – actual) ÷ total budget X 100
Means of Verification	Management accounts
Assumptions	Unit spend according to budget
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Finance unit

1.7 Indicator Title	Percentage network uptime
Definition	This indicator tracks the percentage network uptime
Source of Data	IT records
Method of Calculation/ Assessment	(Uptime – downtime) ÷ total hours X 100
Means of Verification	IT records
Assumptions	IT infrastructure availability
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	IT unit

Arts Development
Outcome 2: Arts industry developed (As mandated for the NAC)

2.1 Indicator Title	Percentage of Grant Funding allocated to the 6 underfunded Provinces
Definition	This indicator tracks the increased allocation of funds across the six underfunded and marginalised provinces.
Source of Data	The Grant Management System and Approved applications schedules/indexes
Method of Calculation/ Assessment	Grant funded amount per province ÷ total allocation budget X 100
Means of Verification	Approved applications on GMS and GMS funding reports and approved funding schedules/indexes
Assumptions	An increased number of qualifying applications received from marginalised provinces.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieving the target set in the APP
Indicator Responsibility	Arts Development Unit

Arts Development
Outcome 2: Arts industry developed (As mandated for the NAC)

2.2 Indicator Title	Percentage of Grant Funding allocated to marginalised Groups across the 9 provinces
Definition	This indicator tracks the funding allocated to marginalised groups across the 9 provinces.
Source of Data	Approved funding index/schedules and the Grant Management System Reports.
Method of Calculation/ Assessment	Grant funded amount per marginalized group \div total allocation budget X 100
Means of Verification	Approved Funding schedule and GMS Reports
Assumptions	High number of marginalised and vulnerable groups will apply for funding. Applications for marginalised arts will be lodged with the NAC.
Disaggregation of Beneficiaries (where applicable)	All beneficiaries particularly, women, members of the LGBTIQ+ community, youth and people living with disabilities
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.3 Indicator Title	Number of capacity building programmes on indigenous knowledge Systems and Intellectual Property
Definition	This indicator tracks the number of capacity building programmes on indigenous knowledge Systems and Intellectual Property.
Source of Data	GMS- Approved applications schedules
Method of Calculation/ Assessment	Simple Count
Means of Verification	Signed MoU's, Approved applications and panel reports
Assumptions	Applications focussing on training on indigenous art for and intellectual property are submitted to the NAC.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.4 Indicator Title	Number of community Arts Centres producing content or training on indigenous arts
Definition	This indicator tracks the number of community arts centers that train and present artwork that deal with indigenous art forms
Source of Data	GMS- Approved applications and panel reports & Signed MoUs
Method of Calculation/ Assessment	Simple Count
Means of Verification	Signed MoU's, Approved applications, and panel reports
Assumptions	Applications from community arts centers that train and present art works that deal with indigenous art forms are submitted to the NAC.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.5 Indicator Title	Percentage increase in the number of approved grants
Definition	This indicator tracks the increase in the number of approved grants for arts practitioners producing artistic goods and services.
Source of Data	GMS: Approved applications, Panel Reports and Project management reports
Method of Calculation/ Assessment	(Actual number of approved grants – the previous year's approved grant amount) ÷ the previous year's approved grant amount X 100
Means of Verification	Approved applications, Panel Reports and Approved indexes
Assumptions	High number of applications received
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

Arts Development
Outcome 2: Arts industry developed (As mandated for the NAC)

2.6 Indicator Title	Number of indigenous art forms funded by the NAC
Definition	This indicator tracks the number of indigenous art forms funded by the NAC.
Source of Data	GMS- Approved applications and panel reports & Signed MoUs
Method of Calculation/ Assessment	Simple Count
Means of Verification	Signed MoU's, Approved applications and panel reports
Assumptions	Applications dealing with indigenous art forms are submitted to the NAC.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.7 Indicator Title	Number of approved art platforms supported (programmes & showcasing)
Definition	This indicator tracks the number of programmes and showcasing platforms supported by the NAC through grant funding
Source of Data	GMS: Approved applications, Panel Reports and Project management reports
Method of Calculation/ Assessment	Simple count
Means of Verification	Approved applications, Panel Reports and Approved indexes
Assumptions	High number of applications received from platforms programming and showcasing content.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.8 Indicator Title	Percentage increase in the number of funded beneficiaries
Definition	This indicator tracks the percentage increase in the number of beneficiaries approved for grant funds by the NAC.
Source of Data	GMS- Approved applications and beneficiary reports
Method of Calculation/ Assessment	(Actual number of funded beneficiaries – the previous year's funded beneficiaries) ÷ the previous year's funded beneficiaries X 100
Means of Verification	Approved applications and beneficiary reports
Assumptions	Increase in the number of funded projects
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.9 Indicator Title	Number of reports on jobs created by funded beneficiaries
Definition	This indicator tracks the number of reports on jobs created by funded beneficiaries
Source of Data	GMS- Approved applications and beneficiary reports
Method of Calculation/ Assessment	Simple Count
Means of Verification	Approved applications and beneficiary reports
Assumptions	Increase in the number of funded projects
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.10 Indicator Title	Number of art industry promotion engagements (events, workshops, campaigns, round table, etc.)
Definition	This indicator tracks the number of art industry promotion engagements
Source of Data	Industry promotion records, i.e., invitations
Method of Calculation/ Assessment	Simple Count
Means of Verification	Engagements records
Assumptions	Events take place as planned
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.11 Indicator Title	Number of industry stakeholders reached through social media
Definition	This indicator tracks the number of industry stakeholders reached through social media
Source of Data	Social media records
Method of Calculation/ Assessment	Simple Count
Means of Verification	Available on social media platform
Assumptions	Industry stakeholders' using social media.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in APP
Indicator Responsibility	Arts Development Unit

2.12 Indicator Title	Number of positive industry stakeholder impressions on social media
Definition	This indicator tracks the number of positive industry stakeholder impressions on social media
Source of Data	Social media records
Method of Calculation/ Assessment	Simple Count
Means of Verification	Available on social media platform
Assumptions	Industry stakeholders using and responding on social media.
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in APP
Indicator Responsibility	Arts Development Unit

2.13 Indicator Title	Number of arts related publications (Research, position papers, articles, success stories, best-practices, etc.)
Definition	This indicator tracks the number of arts related publications produced
Source of Data	Research records, website, SoPs, AOP
Method of Calculation/ Assessment	Simple Count
Means of Verification	Publications available on website, research reports, SoPs and AOP
Assumptions	Successful beneficiaries, relevant topics
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Research and policy unit

2.14 Indicator Title	Number of industry engagements (arts summits, interviews, roundtables, webinars, workshops, etc.)
Definition	This indicator tracks the number industry engagements held
Source of Data	Stakeholder consultation invitations, recordings and reports
Method of Calculation/ Assessment	Simple Count
Means of Verification	Stakeholder consultation recordings and reports
Assumptions	Stakeholders and industry leaders will attend consultations and engage in discussions
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Marketing and communication unit

2.15 Indicator Title	Number of MoUs signed with industry strategic partners
Definition	This indicator tracks the number of MoUs signed with industry strategic partners
Source of Data	Signed partnership memorandum of understanding
Method of Calculation/ Assessment	Simple count
Means of Verification	National and international Partnerships MoUs
Assumptions	Identified partners signs MoU to collaborate with the NAC
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.16 Indicator Title	Number of operational help desks
Definition	This indicator tracks the number of operational help desks
Source of Data	MoUs and help desk records
Method of Calculation/ Assessment	Simple count
Means of Verification	MoUs and help desk records
Assumptions	Partners are willing to collaborate with NAC
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

2.17 Indicator Title	Number of Block Bursaries MoUs signed
Definition	This indicator tracks the block bursaries MoUs signed
Source of Data	GMS: Approved block bursary applications and panel reports
Method of Calculation/ Assessment	Simple count
Means of Verification	GMS: signed agreements and approved indexes
Assumptions	High number of applications received from institutions of higher learning for block bursary funding
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Achieve target as set in the APP
Indicator Responsibility	Arts Development Unit

ANNEXURE A COUNCIL CHARTER

APPROVAL

The Signatories hereof, confirm their acceptance of the contencts and authorize the adoption thereof. The policy may be reviewd after three (3) years or as and when required.



Signature: Acting CEO

Julie Diphofa

Date: _____

de:

Signature: Chairperson

HRH Princess Celenhle Dlamini

Date: 09 March 2022

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1. INTRODUCTION

Founding Legislation

The National Arts Council (hereinafter referred to as NAC) is a juristic person established in terms of the National Arts Council Act 56 of 1997 (hereinafter referred to as the Act).

1.1. Objects of the National Arts Council

- 1.1.1. to provide, and encourage the provision of, opportunities for persons to practise the arts:
- 1.1.2. to promote the appreciation, understanding and enjoyment of the arts;
- 1.1.3. to promote the general application of the arts in the community;
- 1.1.4. to foster the expression of a national identity and consciousness by means of the arts;
- 1.1.5. to uphold and promote the right of any person to freedom in the practice of the arts;
- 1.1.6. to give the historically disadvantaged such additional help and resources as are required to give them greater access to the arts;
- 1.1.7. to address historical imbalances in the provision of infrastructure for the promotion of the arts:
- to promote and facilitate national and international liaison between individuals and institutions in respect of the arts;
- 1.1.9. to develop and promote the arts and to encourage excellence in regard to these.

1.2. The functions of the Council are outlined in the Act as follows:

- render support. including, but not limited to, financial support. advice and information.
 to any person. organisation or institution;
- determine which field of the arts should have preference for the purpose of support thereof;
- 1.2.3. investigate and determine the need for support of any person, organisation or institution:
- 1.2.4. conduct research into any field of the arts;
- 1.2.5. establish, compile and maintain databases, including, but not limited to, databases of persons, organisations, institutions, equipment and facilities connected with the arts;
- 1.2.6. grant bursaries available to qualifying students;
- 1.2.7. Ilaise with the responsible members in order to promote the arts more effectively throughout the Republic and to ensure coordination in the distribution of funds at national and provincial level;
- 1.2.8. make funds available to the responsible members for such distribution as the Council may determine;

- 1.2.9. nationally and internationally facilitate and promote liaison between individuals and institutions:
- 1.2.10. make grants to any person, organization or institution in order to provide facilities to support the development and promotion of the arts;
- 1.2.11. co-operate with any person, organisation and institution;
- enter into agreements with any person, organisation or institution. upon such conditions as may be agreed upon;
- 1.2.13. Purchase or otherwise acquire, or possess, hire, alienate, let pledge or otherwise encumber movable and immovable property with the approval of the Minister, granted with the concurrence of the Minister of Finance;
- 1.2.14. With the approval of the Minister granted with the concurrence of the Minister of Finance, on such terms and against such security as may be agreed upon, raise money by way of loans from any source; and
- generally, do everything which is necessary to achieve its objects.

The Council shall:

- 1.2.16. advise the Minister on matters concerning the arts;
- 1.2.17. publish information on its objects and functions;
- 1.2.18. perform such duties in respect of its objects as the Minister may assign to it;
- undertake or procure the undertaking of such investigations and research concerning its objects as the Minister may assign to it;
- 1.2.20. perform such other functions as may be assigned to it in terms of any other Act; and
- 1.2.21. not later than one month before the commencement of each financial year, submit a business plan containing such information as may be prescribed to the Minister for his or her approval (The APP).
- 1.2.22. Within two months after the plan has been submitted, a delegation consisting of the chairperson of the council, Deputy-Chairperson and at least two other council members must brief the Minister/Ministry on the Annual Performance Plan and strategy

2. PURPOSE OF THE CHARTER

- The purpose of this charter is to set out Council's role and responsibilities as well as the requirements for its composition and meeting procedures.
- The Charter is informed by a number of legislative prescribes and governance guidelines. These includ
 the provisions of the Act, the Public Finance Management Act (PFMA), Act No 1 of 1999 (PFMA), King I
 report on Corporate Governance and other policies and procedures of the NAC.

- Status and Authority
 - The Council is authorised to perform the functions as described in this Charter. In carrying out its mandate, the Council is authorised to have full access to information required to execute its mandate.
- 2.2. The Council may obtain independent professional advice and secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary.
- The Council shall not perform any management functions or assume any management or operational responsibilities.
- 2.4. The Council may delegate certain decision-making powers to any constituted Council Committee pertaining to its role and responsibilities. This must be in writing and must clearly reflect the delegated powers of the Committee. However, the Council remains accountable for all decisions made by the Committee.

3. DUTIES OF THE COUNCIL

- 3.1. Fiduciary duties of the Council emanating from the PFMA are to:
 - exercise the duty of utmost care to ensure reasonable protection of the assets and records of NAC;
 - act with fidelity, honesty, integrity and in the best interests of the NAC in managing the financial affairs of the NAC;
 - 3.1.3. on request, disclose to the Executive Authority all material facts, including those reasonably discoverable, which in any way may influence the decisions or actions of the Executive Authority:
 - 3.1.4. seek, within the sphere of influence of the Council, to prevent any prejudice to the financial interests of the state;
 - 3.1.5. A member of the Council may not act in a way that is inconsistent with the responsibilities assigned to an accounting authority in the PFMA;
 - use the position or privileges of, or confidential information obtained as, accounting authority, for personal gain or to improperly benefit another person;

3.2. General accountability of the Council is to ensure that:

- 3.2.1. Ensure that the NAC has and maintains:
 - effective, efficient and transparent systems of financial and risk management and internal control;
 - a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77 of the PFMA;
 - an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost effective.

- 3.2.2. Take effective and appropriate steps to ensure that:
 - a. all revenue due to the NAC are collected;
 - irregular expenditure, fruitless and wasteful expenditure, losses resulting from criminal conduct, and expenditure not complying with the operational policies of the NAC are prevented; and
 - available working capital is managed efficiently and economically;
- 3.2.3. Be responsible for the management, including the safeguarding, of the assets and for the management of the revenue, expenditure and liabilities of the NAC;
- Comply with any tax, levy, duty, pension and audit commitments as required by legislation;
- 3.2.5. Take effective and appropriate disciplinary steps against any employee of the NAC who:
 - a. contravenes or fails to comply with a provision of the PFMA;
 - commits an act which undermines the financial management and internal control system of the NAC; or
 - c. makes or permits an irregular expenditure or a fruitless and wasteful expenditure;
- 3.2.6. Ensure the submission of all reports, returns, notices and other information to Parliament, the Executive Authority, the Auditor General or National Treasury, as may be required by the PFMA;
- Must comply, and ensure compliance with the provisions of the PFMA and any other legislation applicable to the NAC.
- 3.2.8. Keep full and proper records of the financial affairs of the NAC and prepare financial statements for each financial year in accordance with generally accepted accounting practice and generally recognised accounting practice;
- 3.2.9. That the annual report and financial statements must:
 - fairly present the state of affairs of the NAC, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned;
 - b. include particulars of:
 - any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year;
 - any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure;
 - any losses recovered or written off;
 - any financial assistance received from the state and commitments made by the state on its behalf; and

- v. any other matters that may be prescribed;
- 3.2.10. The Auditor-General shall audit the accounts and balance sheet of the Council.
- 3.2.11. the Council shall -
 - a. furnish to the Minister such information as he or she may call for in connection with the activities and financial position of the Council;
 - submit to the Minister an annual report containing a balance sheet, a statement of income and expenditure certified by the Auditor-General and such other particulars as the Minister may require.
- 3.2.12. The Minister shall table the report referred to in subsection 4.2.11(b) in Parliament within 14 days after receipt thereof if Parliament is then in ordinary session or, if Parliament is not then in ordinary session, within 14 days after the commencement of its next ordinary session.
- 3.2.13. Within five months after the report has been tabled, a delegation consisting of the chairperson of the council and at least two other council members must brief the Portfolio Committee on Arts & Culture on the annual report.
- 3.2.14. The Council shall utilise its funds, as defined in the Act, to defray expenses in connection with the performance of its functions: Provided that at least 75 percent of the funds shall be distributed as grants in support of the arts unless otherwise approved by the Minister.

3.3. Duties relating to members are to:

- 3.3.1. Ensure that adequate time is devoted to the execution of the fiduciary duties.
- Be informed about the financial, social and political milieu within which the NAC operates.
- Never permit a conflict of duties and interest to occur and must disclose potential conflicts of interest at the earliest opportunity.
- Exercise utmost good faith, honesty and integrity in all dealings with or on behalf of the NAC;
- Always act in the best interest of the NAC and treat confidentiality of information at all times
- 3.3.6. Endeavour to attend all meetings of the Council, including that of the Committees where membership resides at the best of its ability.

4. RESPONSIBILITIES OF THE COUNCIL

The roles and responsibilities of Council are to:

- 4.1. Act as the focal point for and a custodian of corporate governance by managing its relationship with management and stakeholders along sound corporate governance principles as set out in the Act and King IV.
- 4.2. Appreciate that strategy, risk, performance and sustainability are inseparable and to give effect to this by:
 - 4.2.1. Contributing to and approving the strategy;
 - 4.2.2. Satisfying itself that the strategy and business plans do not give rise to risks that have not been thoroughly assessed by management;
 - 4.2.3. Identifying and regularly monitoring key risk areas and key performance indicators of the NAC;
 - 4.2.4. Ensuring that the strategy will result in sustainable outcomes;
 - 4.2.5. Considering sustainability as a business opportunity that guides strategy formulation.
- Provide effective leadership on an ethical foundation and to ensure that the NAC is seen to be a responsible corporate citizen.
- 4.4. Ensure that the NAC is and is seen to be a responsible corporate citizen by having regard to not only the financial aspects of the business of the NAC but also the impact that business operations have on the environment and the society within which it operates.
- Ensure that Council's ethics are managed effectively.
- Ensure that Council has an effective and independent audit committee.
- Be responsible for the governance of risk and Ensure that there is an effective risk-based internal audit;
- 4.8. Providing overarching oversight on the strategy and adoption of best practices in the rollout and utilization of ICT systems and procedures.
- 4.9. Ensure that the NAC complies with the relevant law, regulations and codes of business practice.
- 4.10. Providing oversight to ensure the effective management of stakeholder relations and to ensure the performance of the NAC are managed and measured to enhance the NAC's reputation.
- 4.11. Oversee and sign-off on the NAC's integrated report.
- 4.12. Act in the best interests of the NAC by ensuring that individual members:
 - 4.12.1. adhere to legal standards of conduct;
 - 4.12.2. are permitted to take independent advice in connection with their duties following an agreed procedure;
 - 4.12.3. disclose real or perceived conflicts to the Council and deal with them accordingly;
- Consider business rescue proceedings or other turnaround mechanisms as soon as the NAC is financially distressed.

- 4.14. Appoint and evaluate the performance of the Chief Executive Officer and the Company Secretary.
- Ensure that the performance of the Executive Management is regularly assessed and monitored.
- 4.16. The Council should do everything necessary to fulfil its role as set out above.

5. COMPOSITION OF THE COUNCIL

5.1. Membership - Council

The Council shall consist of:

- 5.1.1. Nine provincial representatives; and
- No fewer than nine and no more than 18 other persons, which will be appointed by the Minister

5.2. Provincial representation

A representative who shall be appointed by the Minister to the NAC shall represent every province.

5.3. Chairperson of the Council

- 5.3.1. The Minister shall appoint a chairperson from among the members who are not provincial representatives.
- 5.3.2. If the chairperson is absent from a meeting of the Council, the Deputy-Chairperson shall preside at that meeting, and if both the chairperson and Deputy-Chairperson are absent from a meeting of the Council, the Chair or the Deputy-Chair can nominate a Council member to preside over the meeting. If both are unavailable and have also not nominated a member to preside, the members present shall elect one of their members to preside at that meeting.

5.4. Deputy-chairperson of the Council

The members of the Council shall elect a Deputy-chairperson from among all the members

5.5. Qualifications of members of Council

- 5.5.1. The members of the Council shall be persons who have special knowledge or experience in the arts or, in the case of the other persons referred to in section 6.1.2, who have specialist skills which are not directly related to the arts but which would be beneficial to the Council.
- A member of the Council shall not hold office in any political party or political organisation.
- 5.5.3. The composition of the Council shall be broadly representative of the gender, language and community composition of the Republic.

5.6. Circumstances under which Members should vacate office

- 5.6.1. No person is eligible to be appointed or elected as a member of the Council:
 - a. If that person is an un-rehabilitated insolvent;
 - if that person has been convicted of an offence and in respect thereof sentenced to imprisonment without the option of a fine; or
 - unless that person is a South African citizen permanently resident in the Republic.
 - If that person has been declared a delinquent Director in terms of \$162 of the Companies Act, no. 71 of 2008
- 5.6.2. Furthermore, a member of the Council shall vacate office if he or she -
 - a. becomes disqualified in terms of subsection 6.5.4 from being appointed or elected as a member of The Council;
 - is according to law detained as a mentally ill person;
 - has, without the leave of the Council, been absent from three consecutive meetings of the Council;
 - d. is removed from office as contemplated in section 4(7) of the Act; or
 - e. resigns by written notice addressed to the Chairperson of the Council or the Minister.
- On receipt of a notice contemplated in subsection 6.5.5(e), the Chairperson shall inform the Minister accordingly.
- 5.6.4. The Minister may dissolve the Council on any reasonable grounds.
- 5.6.5. The Minister may recall a Council member on any reasonable grounds.

5.7. Quorum

A quorum for a meeting of the Council shall be a majority of its members, with a minimum attendance of three EXCO members and three members from provinces;

5.8. Voting

- 5.8.1. Any decision of the Council shall be taken by resolution of the majority of the members present at any meeting of the Council, and, in the event of an equality of votes on any matter, the person presiding at the meeting in question shall have a casting vote in addition to his or her deliberative vote as a member of the Council.
- 5.8.2. A member of the Council shall not vote or in any manner participate in the proceedings at any meeting of the Council nor be present at the venue where such a meeting is held, if, in relation to any matter before the Council, he or she has any interest which precludes him or her from performing his or her functions as a member of the Council in a fair, unbiased and proper manner.



5.9. Disclosure of interest

A Council member must disclose to the Council:

- 5.9.1. in line with the Act, Council members will be required to annually declare any outside business interests, whether they receive remuneration or not.
- 5.9.2. If there are any new outside business affiliations accepted by members during the course of the year, council members are expected to declare to the Company Secretary within 30 days of assuming position, failing which at the next council meeting.
- any direct or indirect personal or private business interest that the member or any spouse, partner or close family member may have in any matter before the Council;
- 5.9.4. withdraw from the proceedings of the Council when that matter is considered unless the Council decides that the member's direct or indirect interest in the matter is trivial or irrelevant.

5.10. Term of office

- 5.10.1. A member of the Council shall hold office for a period not exceeding four years and shall be eligible for reappointment after a further four years have elapsed, unless otherwise stated by the Minister;
- 5.10.2. At the end of the members' term of office, three members who are not provincial representatives, one of whom shall be an Executive Committee (EXCO) member, shall be re- elected by the Council to serve for a further four years, after which they shall not be eligible for reappointment until a further four years have etapsed.
- 5.10.3. A provincial representative may at any time before the expiry of his or her term of office be replaced by another representative elected as contemplated in subsection 6.2 of the NAC Act, but no individual representative shall hold office for a term exceeding four years.

5.11. Meetings

- 5.11.1. The Council shall meet at least four times a year, and meetings shall be held at such times and places as the Council may determine.
- 5.11.2. The chairperson may at any time convene a special meeting of the Council, which shall be held at such time and place as the chairperson may direct.
- 5.11.3. The Council Secretary shall provide the necessary secretarial services and will be responsible for compiling all required documentation including the Minutes of meetings. The Minutes will be circulated ten days after the meeting to all members of the Council. Records of all documents will be kept safe by the Council Secretary.

- The Council Secretary will engage with the Council Chairperson to agree on the Agenda items and supporting documentation.
- 5.11.5. The schedule of meetings of the Council shall be in line with the Council year plan. The notice of each meeting of the Council, confirming the date, time and venue as well as enclosing an agenda of items to be discussed, shall other than under exceptional circumstances, be received by each Council member not less than five (5) working days prior to the date of the meeting.

5.12. Remuneration and allowances

- 5.12.1. Members of the Council shall, in respect of their service, receive such allowances as the Minister with the concurrence of the Minister of Finance may determine, either in general or in a particular case.
- 5.12.2. The Council shall pay a member of a committee who is not an employee of the Council such remuneration and allowances as the Minister may determine with the concurrence of the Minister of Finance.
- Members of the Council shall not be eligible for grants from the Council during their time of office.

5.13. Evaluation

The evaluation of the effectiveness of the Council, its committees and individual members, including the Chairperson, must be performed every year.

5.14. Removal and vacancies

Any vacancy on the Council shall be filled by election or appointment, as the case may be, in the manner in which the member who vacates the office was required to be elected or appointed, and any member so elected or appointed shall hold office for the unexpired portion of the period for which the member who vacates the office was elected or appointed.

5.15. Delegation

The Council may:

- 5.15.1. delegate to the chairperson, the chief executive officer or any other employee of the Council any power conferred upon the Council by or under this Act, on such conditions as the Council may determine; or
- 5.15.2. authorise the chairperson, chief executive officer or another employee of the Council to perform any duty assigned to the Council by or under the Act.

5.16. Executive committee

- 5.16.1. The Council shall establish an executive committee, which shall consist of:
 - a. the chairperson,
 - b. the vice-chairperson; and
 - c. no more than five other members of the Council, determined by the Council direction of the Council, exercise the powers and perform the duties conferred or imposed upon the Council by or under this Act.
- 5.16.2. The executive committee shall, subject to the direction of the Council, exercise the powers and perform the duties conferred or imposed upon the Council by or under the Act;
- The chairperson of the Council shall be the chairperson of the executive committee.

5.17. Committees of the Council

- 5.17.1. The Council may nominate one or more committees, which may, subject to the instructions of the Council, perform such functions of the Council as the Council may determine.
- 5.17.2. A committee referred to in subsection 6.16.1 shall consist of such number of members of the Council and employees of the Council, if any, as the Council may deem necessary, and the Council may at any time dissolve or reconstitute such committee.
- 5.17.3. If a committee consists of more than one member, the Council shall designate a member of the committee to be the chairperson thereof.
- 5.17.4. The Council shall pay a member of a committee who is not an employee of the Council such remuneration and allowances as the Minister may determine with the concurrence of the Minister of Finance.
- 5.17.5. The Council shall not be absolved from the performance of any function entrusted to any committee of the Council in terms of this section.

5.18. Advisory panels

- The Council may establish an advisory panel for every field of the arts it deems necessary.
- 5.18.2. Every advisory panel shall consist of no more than five persons who have achieved distinction or have special knowledge or experience in the field of the arts in question, and who are not members of the Council.
- 5.18.3. An advisory panel shall advise the Council on the merits of applications for grants and on any matter relating to the field of the arts for which it was appointed.
- 5.18.4. Every meeting of an advisory panel shall be chaired by a Council member.
- 5.18.5. The Council shall appoint persons to an advisory panel on the basis of nominations obtained from the public as prescribed.
- 5.18.6. The Council may at any time terminate the membership of a member of an advisory

- panel if sufficient reason exists therefor.
- Members of advisory panels shall not be eligible for grants from the Council during their tenure.

5.19. Chief Executive Officer

- 5.19.1. The Council shall appoint a full-time chief executive officer for the Council.
- 5.19.2. The chief executive officer shall be responsible for the management of the affairs of the Council and shall report on those affairs to the Council as often as may be required by the Council.
- 5.19.3. The chief executive officer shall be appointed for such period and subject to such conditions, including conditions relating to the payment of remuneration and allowances, as the Council may, subject to section 15 (1) (b) of the Act, determine, and may be reappointed on the expiry of his or her period of office.
- 5.19.4. Whenever the chief executive officer is absent for any reason or unable to carry out his or her duties, or whenever there is a vacancy in the office of chief executive officer, the Council may, subject to such conditions and the payment of such remuneration and allowances as it may determine in the manner contemplated in subsection 6.18.3, appoint an employee of the Council to act as chief executive officer during such absence or inability, or until a chief executive officer has been appointed in terms of subsection 6.18.1, and that employee shall, whilst so acting, have all the powers and perform all the duties of the chief executive officer.

5.20. Staff and conditions of service

The Council may, and on such conditions as it may determine, appoint such number of employees as it deems necessary to enable the Council to perform its functions.

6. REVIEW

This Charter must be formally adopted and reviewed by the Council annually to ensure its relevance.

7. APPROVAL

HRH Princess Celenhle Dlamini

The Signatories hereof, confirm their acceptance of the contencts and authorize the adoption thereof.

Diphase.	
Signature: Acting CEO Julie Diphofa	Date:
DE:	
Signature: Chairperson	Date:

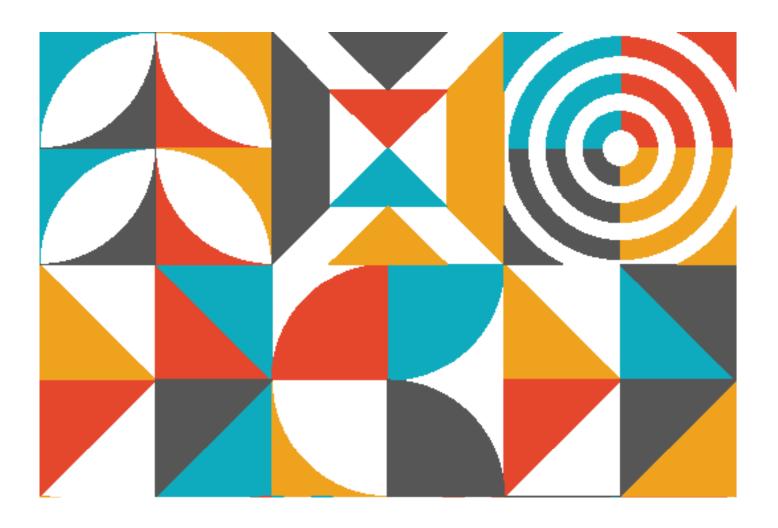
ANNEXURE B RISK REGISTER

ATTACHED SEPARATELY



NOTES		

NOTES	





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