

WILLIAM HUMPHREYS ART GALLERY

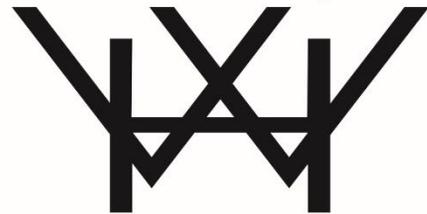
Annual Performance Plan 2024/25



sport, arts & culture

Department:
Sport, Arts and Culture
REPUBLIC OF SOUTH AFRICA

William Humphreys
Art Gallery



an agency of the
Department of Sports, Arts and Culture

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ACCOUNTING AUTHORITY STATEMENT

I am delighted to present the Annual Performance Plan for the fiscal year 2024/25. The commitment of the WHAG to aligning its programs with government priorities remains unwavering.

In the pursuit of strengthening brand awareness for its programs and services, WHAG continues to allocate resources strategically, ensuring visibility within the local communities it serves. Throughout 2024/25, WHAG remains steadfast in its dedication to inclusive acquisitions, ethical conservation practices, and innovative interpretations that showcase the nation's tangible and intangible African art heritage. Emphasizing outreach initiatives and collaborations with tertiary institutions, WHAG aims to underscore the significance and impact of art education on the career development of learners and students.

As we look ahead, technology will play a pivotal role in transforming the visitor experience, addressing the challenges posed by a socially distanced world. Public and private partnerships will be cultivated, with a specific focus on engaging the youth. The reintroduction of the Artist Residency program is also on the agenda, inviting South African and African artists to WHAG to create a body of work over a defined period. Resident artists may conduct workshops, discussions, and exhibitions, contributing essential knowledge and skills to the local Kimberley and Northern Cape artistic community.

With the backing of the National Department of Sport, Arts, and Culture (DSAC), WHAG is poised to enhance the overall conditions of the Gallery. Upgrades to the HVAC system, electrical wiring, and water pipe systems are in the pipeline. Additionally, WHAG will prioritize securing multi-year contracts with highly skilled conservators to uphold the collection to the highest standards.

The collective efforts of WHAG are propelling it towards becoming an African museum of international acclaim, dedicated to excellence across the spectrum of arts, culture, and heritage.



Mr P A Masilo:
Chairperson of WHAG Council

ACCOUNTING OFFICER STATEMENT

The William Humphreys Art Gallery is actively engaged in the vital process of reintroducing the Gallery to the Northern Cape community and the nation at large through robust public programs and proactive collaboration with various stakeholders. A tangible outcome has been the heightened interest in WHAG's contributions to community upliftment, education, and social cohesion. Notably, an increased attendance from individuals in previously disadvantaged communities reflects a positive response to WHAG's initiatives. Audience development remains a key focus, and partnerships have proven instrumental in uniting diverse age groups and socioeconomic backgrounds. WHAG recognizes that addressing issues of access is paramount for effective audience development.

Internationally, WHAG has successfully showcased the creative works of the country's artists, expanding its reach and reputation beyond South African and African borders. The passionate team at WHAG is committed to inclusive acquisition, ethical conservation, and the exhibition of the nation's tangible and intangible African heritage in the upcoming year. The Gallery will intensify its outreach programs to impart essential knowledge about the significance of art education to the communities it serves. The implementation of the government's seven key priorities will underscore WHAG's public programs for the year.

WHAG remains steadfast in upholding international standards of professional practice and museum performance. In the coming year, there will be a continued commitment to providing educational support to the younger generation of future museum practitioners through structured internships, infusing the sector with youthful energy and transformative potential. Significant progress has been made in establishing human resource management (HRM) policies, with ongoing development and implementation slated for the 2024/25 financial year. These policies will contribute to WHAG's aspiration to be recognized as a museum of excellence on the African continent.



Ms N Mkhize:
Director

OFFICIAL SIGN-OFF

It is hereby certified that this 2024/25 Annual Performance Plan:

1. Was developed by the management of the William Humphreys Art Gallery under the guidance of Council.
2. Considers all the relevant policies, legislation, and other mandates for which the William Humphreys Art Gallery is responsible.
3. Accurately reflects the Impact, Outcomes and Outputs which the William Humphreys Art Gallery will endeavour to achieve over the period 2024/2025.



Ms N Mkhize:
Director

Approved by:



Mr P A Masilo:
Chairperson of WHAG Council



Mr G Kodwa, MP
Minister of Sport, Arts and Culture

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

WHAG derives its legislative and policy mandates primarily from the Constitution of the Republic of South Africa; the Public Finance Management Act 1 of 1999 and the relevant Treasury Regulations including the Public Service Act as well as the Cultural Institutions Act, 119 of 1998, with the prescribed mandate:

“To collect, preserve, conserve and document, research as well as exhibit works of art which represent the artistic heritage of all South Africans and utilizes its assets for the edification, enrichment and enjoyment of the people.”

The following governance legislations guide the WHAG in its daily operations:

- Cultural Institutions Act, No. 119 of 1998
- Public Finance Management Act, No. 1 of 1999 Basic Conditions of Employment Act, No. 75 of 1997 Employment Equity Act, No. 55 of 1998
- Labour Relations Act, No. 66 of 1995
- Occupational Health and Safety Act, No. 85 of 1993 Preferential Procurement Policy Framework Act, No. 5 of 2000

Vision

A world class art gallery of excellence that is accessible and relevant to all.

Mission

To collect, preserve and conserve artworks that are representative of the cultural diversity and heritage of South Africa, Africa and beyond.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

WHAG will continue to examine existing external and internal constraints to service delivery. The following strategies have been identified to transform WHAG's organizational environment over the next year.

2.1. Policies

WHAG is in the process of finalizing Human Resource Management (HRM) and financial management policies. Finalization of these policies during the 2024/25 financial year will positively impact on the day-to-day operations of the Gallery and contribute greatly to ensuring that it fulfils its mandate.

2.2. Staff Capacity

WHAG continues to face constraints related to its small staff complement, and the imposition of the freezing of vacant posts during the cost containment and amalgamation of entities exacerbated the issue. However, the institution continues to deliver on its targets, although constraints has enduring negative impacts on the current encumberment. These capacity constraints have made it challenging to priorities staff development because the current encumberment is under persistent strain to achieve in the key performance areas. As one of only three museums implementing DSAC's mandates in the discipline of visual art and being bound to adhere to practice models and policies under the UNESCO acts; the strain of adhering to the basic guidelines without a full staff compliment poses risks to the institution's ability to adequately fulfil the museums mission and vision. Mitigating this is of utmost importance in order to adhere to the heritage and cultural acts governing the sector.

WHAG will require financial assistance from the Department of Sport Arts and Culture to address these challenges if staff skills development and capacity is to be prioritized. Strategic partnerships will also be sourced to assist existing staff acquire more skills that would empower them to perform even more in their areas of expertise. Key positions in an art museum environment that are catered for in the current organizational structure needs to be created, however, this is not a feasible option without increasing the institutions allocated budget.

2.3. Infrastructure

The current WHAG offices are on lease from the Department of Public Works and Infrastructure. The building is slowly a deteriorating, putting the health and safety of staff at risk. The Department of Sport, Arts and Culture's Infrastructure section's approved funds have seen the gallery appoint a project management team that to manage the renovation process. The museum building is assigned to the Department of Public Works (DPW) but greater collaboration between the WHAG and DPW is needed to continue addressing the following in the 2024/25 financial year:

- A fully functional central air-conditioning system (HVAC);
- The rewiring of electricity for the entire building;
- The replacement of old water pipes;
- Renovation of the roofs, interior floors and walls;
- Extension of the storage unit

2.4. Decolonized Collection

An in-house audit of the WHAG's collection indicated that transformation and equity of artists and artworks needs to be addressed as a matter of urgency. Since 2019 Council and Management made a concerted effort to correct this disparity by adopting clear guidelines on developing a collection that is more reflective of the South African society. This will continue to be an important guide for WHAG's art acquisitions process.

2.5. Digitization of the Collection

The digitization of the WHAG collection into a digital format will be integral to the Gallery's goal of ensuring access for all. This initiative will enable citizens in the far reaches of the country to have visual access in digital form. In addition, the initiative will further contribute to the field of South African Art history by providing scholars with access to a comprehensive digital archive and other aspects of the collection. The preservation of the collection remains a priority and as such concerted efforts have been made to systematically assess the collection. The data will provide an important base to understand the health of the collection and to identify better conservation strategies.

2.6. Public Engagement

WHAG's public engagement programmes focus on women, children and individuals with disabilities and reaches audiences beyond the confines of its physical structure. Despite these efforts, perceptions of exclusionary practices and the promotion of elitism continue to plague WHAG. As such, greater efforts will be made to enhance the existing public engagement programmes as well as introducing a new programme targeted at involving local artists and the youth in public art to address these misconceptions. The interaction and partnerships with local communities and stakeholders will be paramount to create a Gallery that is relevant to the communities it serves. However, insufficient staff capacity impedes the public engagement efforts and this undermines the perception of the institution by its audience and the engagement growth strategy.

2.7. Temporary loan exhibitions

Temporary loan exhibitions form an integral component of the WHAG's public programmes as they do not just provide the local visitors with access to works of art excluded from the permanent collection, but also provide an opportunity to obtain insight and exposure into the talent that is showcased on national platforms.

2.8. Permanent collection exhibitions

Permanent collection exhibitions provide WHAG with an opportunity to showcase works rarely seen by the general public on a more regular basis. In addition to this, school going learners and tertiary education students within the local communities are provided with a rare opportunity to view works first-hand that form part of the school curriculum or syllabus.

2.9. WHAG Prison Project

The WHAG, in its goal to mainstream the role of arts, culture, and heritage within firstly the local community and the rest of the country, acknowledges the challenges facing women in society and as such the WHAG Prison Project aims to create opportunities to empower female offenders in the Kimberley prison system by providing creative and interactive ways to express themselves through arts and crafts. The programme also provides invaluable skills that offer potential opportunities for entrepreneurial ventures once the offenders are reintegrated into society. This long-standing programme is instrumental in providing the offenders with entrepreneurial training through local partnerships, once re-integrated into society.

2.10. Legacy Project: If Walls Could Talk

This WHAG public art projects broadly groups together the Community Art and Cultural Development (CACD) projects that are implemented by the WHAG. The unifying objectives of reconciliation, community development, fostering national identity as well as investing in social cohesion underscores the projects designed under this programme. These initiatives involve public and private sector partnerships to strategically invest in critical social outcomes needed in the Northern Cape province. It, furthermore, provides an opportunity for skills transferal and the involvement of local artists in community art projects that situate their practice within reach of and for the benefit of the community at large.

2.11. Keadumela

Children in the marginalized communities of Kimberley remain at a disadvantage when it comes to access to art related services. The purpose of this project is to reduce the gap and to provide early childhood development programmes, aimed at preparing pre-school children with art-related activities and to develop stimulation. This programme will continue for the next five years and beyond for as long as it remains relevant to the communities it serves.

2.12. MTN/WHAG Outreach Programme

For two decades WHAG has been instrumental in taking art to marginalized communities throughout the Northern Cape. The project provides much-needed access to arts for school-going learners by showcasing visual arts and engaging the learners in art workshops. This programme also aims to assist the learners to develop an interest in reading through the mobile library. This programme also provides a vital opportunity for those who would not otherwise be exposed to the arts and culture heritage and gives the children an opportunity to be exposed to technology. This is a joint project of the WHAG and MTN.

2.13. WHAG Arts and Disability Project: Yonder

The Yonder Centre for Adults with Intellectual Disabilities has been an important local community partnership that the WHAG has developed over several years. The programme is aimed at providing a creative outlet for individuals with varied intellectual challenges by engaging in the art programme.

2.14. WHAGfilm

The internationally respected visual language of film serves as a vital tool to engage with national and global issues. By showcasing South African, African, and International films to local audiences this programme contributes to a greater understanding and tolerance of the lived realities of individuals living within and beyond our African borders. Film at WHAG has also been an integral component in assisting learners and teachers with subjects based on their school curriculum. WHAG will continue showcasing the best films that the African continent has to offer for as long as it serves the community.

2.15. Residency Programme

The WHAG residency programme provides an important opportunity for artists and arts practitioners from the African continent to develop a body of work over a period of one month. Amongst other, the resident artist will be expected to hold a small exhibition, public discussions, or workshops. The programme serves a vital role in providing local artists with an opportunity to engage with artists beyond their borders and to receive knowledge and skills for their professional development.

2.16. Specialist Reference Library

WHAG remains the only national art museum in the region and as such serves an important role in providing the general public, learners and tertiary education students with reference information related to South African and African artists. The continued acquisition of books, catalogues and newsletters situates these specialized resources within reach of the local community and as a facility supporting research serves the generation of new local art historical content.

2.17. SPU

With the recent addition of the Sol Plaatje University (SPU) to the Higher Education Portfolio of South Africa, the WHAG has proved its value as a visual literacy ambassador and resource hub with broad-based applicability to the educational sector. The WHAG Library serves the SPU and the Northern Cape Community at large through maintaining the only subject library for the visual arts, often frequented by staff and learners of the SPU. In addition to this the WHAG supports the students in Heritage Studies at the SPU, by providing them with an archive of artworks.

3. UPDATES TO RELEVANT COURT RULINGS

This is not applicable to the William Humphreys Art Gallery.

PART B: OUR STRATEGIC FOCUS

1. UPDATED SITUATIONAL ANALYSIS

The WHAG's strategic goals are guided by the President's seven key priorities and the Department of Sport, Arts and Culture's overarching mandate to contribute to the development of an inclusive society that encourages the promotion of social cohesion and nation-building. The Northern Cape and specifically Kimberley in which the Gallery is situated continues to be hampered by a legacy of racial segregation, poverty, and exclusion from socio-economic opportunities of previously and currently excluded groups. The WHAG has been in existence for 69 (sixty-nine) years and has been affected by these legacies.

Transformation is an ongoing necessary process that requires change. The 2024/2025 will continue with the implementation Human Resource Management, financial and administration reforms including operational systems, and processes that result from the review and development of policies. In addition, the Gallery in recent years has sought more proactive ways to combat these glaring legacies through its various public programmes and projects offered to the general public such as exhibitions that showcase the creative production of artists from more diverse backgrounds, that provide an insight into the lived realities of the people that make up South Africa. The Gallery will continue making the strides that it had been making towards establishing partnerships with local entrepreneurs to provide a platform to showcase their talent to audiences. These events attract visitors from local communities that previously have not stepped into the WHAG premises.

2. EXTERNAL ENVIRONMENT ANALYSIS

In the 2024/25 financial year, WHAG will focus on assessing the responsiveness to current national and global factors that have affected the delivery of services to stakeholders. The seven areas identified by the President as priorities are as follows:

- 1) A capable, ethical and development state
- 2) Economic transformation and job creation
- 3) Education, skills, and health
- 4) Consolidating the social wage through reliable and quality basic services
- 5) Spatial integration, human settlements, and local government
- 6) Social cohesion and safe communities
- 7) A better Africa and World

Government priorities	DSAC outcomes responding to Government priorities
Priority 1: A capable, ethical and developmental state	1. Compliant and responsive governance.
Priority 2: Economic transformation and job creation Priority 7: A better Africa and world	2. Increased market share of and job opportunities created in sport, cultural and creative industries (CCI)
Priority 3: Education, skills and health	3. Transformed, capable and professional sport, arts, and culture sector
Priority 5: Spatial integration, human settlements and local government	4. Integrated and accessible SAC infrastructure and information
Priority 6: Social cohesion and safe communities	5. A diverse, socially cohesive society with a common national identity

In response to the Government Priorities and DSAC Outcomes, WHAG commits to the following:

Compliant and Responsive Governance

WHAG demonstrates a commitment to compliant and responsive governance through its adherence to the PFMA and Accounting Standards. The organization ensures full compliance with financial regulations, promoting transparency and accountability. Additionally, WHAG maintains a commitment to timely reporting by submitting quarterly reports promptly. This practice enhances responsiveness and provides stakeholders with accurate, up-to-date information. Timely payment of suppliers is another facet of WHAG's governance strategy, fostering positive relationships with stakeholders. Furthermore, the organization invests in staff training interventions, increasing human resources capacity and contributing to the overall capability and professionalism of the institution.

Increased Market Share and Job Opportunities in CCI

WHAG actively contributes to the increased market share and job opportunities in the cultural and creative industries (CCI). The Prison Project is a notable initiative that equips female offenders in Kimberly with marketable craft skills, empowering them to create products for sale. This not only provides economic opportunities for these women but also expands the market share of creative products, contributing to job creation in the cultural sector. Additionally, WHAG's residency program provides artists from the African continent with a platform to develop their work, hold exhibitions, and engage in public discussions or workshops. This initiative not only fosters professional development but also contributes to the growth and diversification of the cultural and creative industries.

Transformed, Capable, and Professional Arts and Culture Sector

In its pursuit of a transformed, capable, and professional arts and culture sector, WHAG focuses on redressing imbalances of the past and promoting representativity. The organization achieves this by actively acquiring artworks from previously disadvantaged emerging and established artists. This commitment to inclusivity contributes to the transformation of the arts and culture sector, fostering a more diverse and professional landscape.

Integrated and Accessible SAC Infrastructure and Information:

To ensure integrated and accessible infrastructure and information, WHAG employs various strategies. The digitization of its collection enhances accessibility, allowing a broader audience to engage with the cultural artifacts. The Gallery also conducts outreach programs and exhibitions for learners in the Northern Cape, contributing to community integration and access to cultural resources. Additionally, WHAG's Specialist Reference Library serves as a vital resource, providing the local community, learners, and tertiary education students with reference information related to South African and African artists. This facility supports research, generating new local art historical content and further establishing WHAG as a crucial institution in the region.

A Diverse, Socially Cohesive Society with a Common National Identity

WHAG actively contributes to the creation of a diverse and socially cohesive society with a common national identity. The organization's exhibition program plays a pivotal role in this

objective by actively showcasing artists from diverse socio-economic backgrounds. By attracting visitors from varied backgrounds, WHAG fosters a sense of unity through engagement with diverse artistic expressions, promoting a common national identity. The "If Walls Could Talk" public art projects, further emphasize WHAG's commitment to reconciliation, community development, and fostering national identity. These projects involve public and private sector partnerships, strategically investing in critical social outcomes needed in the Northern Cape province and providing opportunities for skills transfer and community engagement.

2.1. Unemployment

WHAG, in its quest to contribute to the alleviation of the high unemployment rates in South Africa will partner with tertiary institutions to provide youth with additional hands-on training and experience in the museum sector through workshops and work-place learning to assist in preparing them for the job market. In addition to this, WHAG's Prison project, provides marketable arts and craft skills to female offenders within the Kimberley prison system who then use these newly acquired skills to create sellable products that can financially support their families upon release from the correctional centre.

WHAG has made a concerted effort to secure its goods and services mainly from organizations and individuals from previously excluded communities through its procurement processes. The development of an Acquisitions policy that mandates WHAG to acquire artworks from emerging artists from previously excluded communities who are not represented by formal art galleries is an important step to provide much needed income to artists who are on the margins of the arts sector.

2.2. The 4th Industrial Revolution

The 4th (fourth) Industrial Revolution envisions a society in which there is a greater fusion and convergence between digital technologies, virtual reality and artificial intelligence (AI). The incorporation of technology into the daily operations of WHAG has begun using Cloud technology that will safely allow WHAG to store its data virtually providing for greater assurance of its safety and security.

WHAG will also commit to expand and lead in incorporating interdisciplinary, experimental and media arts into the collection (directly linked to technological advances from the Fourth Industrial Revolution) through commission or purchasing of work that utilizes technology as a medium itself.

The digitization of WHAG's collection in the next 5 (five) years will also allow for greater access beyond the four walled confines of the physical building; thereby contributing to ensuring greater inclusivity in the dissemination of knowledge through web-based technologies. Digitization also supports the conservation effort of the WHAG collections by minimizing risks associated with handling artworks. WHAG is committed to make greater effort to utilize other forms of media such as social media to ensure that there is a greater awareness of its activities, programmes, and available opportunities to the community.

3. INTERNAL ENVIRONMENT ANALYSIS

WHAG reviewed the organization's internal environment to assess and uncover the strategies required to make improvements in all areas of its daily operations. WHAG will build on its strengths and address weaknesses to show tangible evidence of change and

improvement by ensuring the implementation of its core mandate and the actualization of the national imperatives, as outlined in government's 7 (seven) key priority areas.

The WHAG will promote the continued strengthening of its internal controls through policy development and improving of its supply chain processes.

3.1. Skills Development

Post-1994 South Africa continues to have unacceptably high levels of inequality in all levels of society with the gap between the rich and the poor at an all-time high. Within our sector, museum expertise is a rarity with far too many skills being outsourced to international candidates. Greater effort needs to be made to develop tertiary training and development of museum practitioners in South Africa. The WHAG will achieve this by strengthening and continuing to partner with its local secondary and tertiary institutions by engaging students in hands on classes and workshops. Thereby transferring knowledge and skills to the next generation of museum practitioners.

3.2. Human Resources

WHAG continues to face human resource challenges. With a small staff complement roles and responsibilities have become blurred as the necessary staff to ensure the adequate day to day activities are lacking. As such WHAG runs the risk of good governance processes not adequately adhered to. WHAG is in the process of securing the services of an HR consultant to assist in the much-needed development of policies and job evaluations to ensure compliance in line with best practices.

3.3. Infrastructure

Since the opening of the William Humphreys Art Gallery in 1952 very little has been done to improve the infrastructure of the building. Renovations to its Humidity, Ventilation and Air Conditioning (HVAC) systems, leaking roofs, old electric wiring, deteriorating pipe system which renders the buildings' water not fit for human consumption. The WHAG will continue working on improving the outdated lighting and additional storage spaces that is sorely needed. The securing of a project manager to orchestrate renovations once done, will place WHAG on par with international museums and ensure we meet the stipulated minimum requirements.

Table 1. SWOT

STRENGTHS – S	WEAKNESSES – W
<ol style="list-style-type: none"> 1. Capacity to reach broader communities through mobile museums and outreach programmes 2. Passionate and skilled staff 3. Continued delivery of strategic plan and targets despite limited financial and human resources 4. Support/relationship with institution of higher learning 5. Improved relationship with government departments 6. Improved audit outcome 	<ol style="list-style-type: none"> 1. Silo mentality in some areas of our work (not leveraging on collaboration) 2. Inability to retain and attract skilled human capacity 3. Untransformed collections 4. Inadequate maintenance of infrastructure, systems and policies. 5. Over dependence on the conditional grant and inadequate sponsorship as result of competing priorities. 6. Limited partnerships 7. Failure to introduce other languages in all areas of exhibitions and public programmes 8. Inadequate utilisation of technology to improve access for the youth (new technology – Digitisation) 9. Inadequate community engagement around various projects and programmes 10. Lack of brand awareness/ Ineffective marketing Strategies. 11. Lack of succession planning
OPPORTUNITIES – O	THREATS – T
<ol style="list-style-type: none"> 1. Improved relations with provincial Department of Public Works and the provincial and national Department of Sport, Arts and Culture 2. Partnerships with other countries that impact positively on the institutions brand awareness, the city and the country broadly 3. Utilisation of technology to improve access for the youth (New technology – Digitisation) 	<ol style="list-style-type: none"> 1. Non-relevance of collections and related exhibition and public programmes 2. The gallery not keeping abreast with the latest technological apparatus 3. Shrinking local interest and trust in the Arts, Culture and Heritage sector 4. Inadequate internal policies 5. Reduction of the Conditional Grant 6. Stakeholder grant funding shrinking

To strengthen the organization, it is crucial to break down silos and encourage collaboration, attract and retain skilled personnel through competitive packages and positive workplace culture, and modernize collections to ensure relevance and inclusivity. Infrastructure and policy maintenance should be prioritized, with efforts to diversify funding sources and

cultivate partnerships to reduce dependence on government grants. Multilingual engagement, technology utilization, and community involvement can enhance accessibility and broaden the audience. Effective marketing strategies should be implemented to increase brand awareness, and succession planning is essential for organizational continuity. Threats such as the relevance of collections, technological advancements, community engagement, internal policies, budgetary concerns, and stakeholder funding should be addressed through regular reassessment, continuous staff training, community outreach, policy updates, contingency planning, and transparent communication with stakeholders.

PART C: MEASURING PERFORMANCE

1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

WHAG conducts its activities through three programme areas namely:

Programme 1: Administration

Programme 2: Business Development

Programme 3: Public Engagement

1.1. PROGRAMME 1: ADMINISTRATION

Purpose:

To ensure efficient and effective governance and oversight accountability within WHAG in line with the Executive Authority;

To ensure that the WHAG is compliant with Legislation and Accounting Standards;

The Administration programme contributes to the following strategic outcome-oriented goals;

An effective and efficient arts, culture, and heritage (ACH) sector.

This programme aims to ensure the Gallery operates in a timeous manner, adheres to Legislation, and has efficient financial management processes. In addition, it aims to ensure ethical conduct, corporate governance best practice and the monitoring of institutional performance. This is to ensure that WHAG puts in place sound financial management practices and policies including Human Resource Management (HRM) and Administration to ensure good corporate governance.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 2. Programme 1 Administration: Outcomes, Outputs, Performance Indicators and Targets

			Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
Outcome	Outputs	Output Indicators	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Improved governance and compliance	Full compliance with PFMA and Accounting Standards	Unqualified audit report without findings	Unqualified audit report without findings	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report	Unqualified audit report
Improved governance and compliance	Timely submission of the quarterly reports	Quarterly reports submitted	N/A	N/A	N/A	N/A	4 Quarterly reports submitted	4 Quarterly reports submitted	4 Quarterly reports submitted
Improved governance and compliance	Timely payment of suppliers	Percentage of invoices paid within 30 days	N/A	N/A	N/A	N/A	100%	100%	100%
Enhanced capacity to deliver on mandate	Staff training Interventions	Number of training interventions implemented	20	4	N/A	N/A	4	4	4

Table 3. Programme 1 Administration: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit report without findings	Unqualified audit report without findings	80% of the audit findings resolved	Unqualified audit report	Develop and submit an audit action plan	50% of the audit findings resolved
Quarterly reports submitted	4 Quarterly reports submitted	1	1	1	1
Percentage of invoices paid within 30 days	100%	100%	100%	100%	100%
Number of training interventions implemented	4	1	1	1	1

1.2. PROGRAMME 2: BUSINESS DEVELOPMENT

Purpose:

- To manage and grow a collection that is representative of the people of South Africa
- To correct unethical collection practices
- To promote and encourage relevant research development related to the collection
- The Business Development programme contributes to the following strategic outcome-oriented goals:
 - The transformation and development of the WHAG permanent collection
 - The preservation of the collection
 - The digitization of the permanent collection

Acquisition – The WHAG collection houses some of the nation’s most valued art objects that span the breadth of medium, technique and time periods. Inclusive representation and demographic diversity of the collected artists and artworks requires improvement as such the institutions Collection Policy subscribes to supporting artists from various disadvantaged communities to be more reflective of the current South African society.

Preservation and Conservation management – The acquisition of an artwork into the permanent collection follows two strategies to ensure its longevity and safety. One requires the safe storage or exhibition display of an art object and the other requires specialized processes to repair art objects that have been damaged with time, environmental conditions or human error. To combat these risks the WHAG continues to provide and support the ongoing training of key staff members in the specialized field of conservation. In addition, regular site visits by conservation specialists provide ongoing invaluable assessment of the condition of each art object.

Digitization – The systematic archiving of the collection in the form of a photographic archive will be integral to the institutions goal of ensuring access to all. By including information on the contents of the WHAG collection online this initiative will enable citizens in the far reaches of the country to have visual access through a digital form. In addition, the initiative will further contribute to the field of South African art history by providing scholars with access to a comprehensive digital archive of the collection.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 4. Programme 2 Business Development: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Transformed and developed WHAG permanent collection	To purchase artwork for the WHAG permanent collection in order to address imbalance and representivity	Number of artworks acquired from previously disadvantaged emerging artists	2	23	11	22	22	16	16
	To purchase artwork for WHAG permanent collection in order to address imbalance and representation	Number of artworks acquired from previously disadvantaged established artists	13	38	16	34	19	24	24
	To maintain an optimum environment for the preservation of the art collection environment for the preservation of the art collection	Number of artworks conserved	4	17	59	12	8	8	8
	Digitization of collection (New Project)	Number of artworks digitized	N/A	21	94	24	24	24	24

Table 5. Programme 2 Business Development: Outcomes, Outputs, Performance Indicators and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of artworks acquired from previously disadvantaged emerging artists	22	5	5	6	6
Number of artworks acquired from artists from previously disadvantaged established artists	19	4	5	5	5
Number of artworks conserved	6	2	2	1	1
Number of artworks digitized	24	6	6	6	6

1.3. Programme 3: Public Engagement

Purpose:

- To increase awareness of South Africa’s culture and heritage.
- To improve conditions for the collection to ensure greater access.
- To ensure the efficient development and management of exhibitions and public programs.

The public engagement programme contributes to the following strategic outcome-oriented goals.

- Increased awareness of South African cultural identity.
- An integrated and inclusive society by bringing people of diverse socio-economic backgrounds together.
- A professional and capacitated Arts Culture and Heritage sector.

The following table provides information on the contribution of outputs to achieving outcomes.

Table 6. Programme 3 Public Engagement: Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Increased awareness of South African cultural identity	Showcasing the heritage assets for the enrichment and education of domestic and international audiences	Number of temporary loan exhibitions presented	3	4	5	4	4	4	4
		Number of permanent collections exhibitions presented	8	6	6	6	4	6	6
		Number of outreach programmes presented	2	4	4	4	6	4	4
		Number of artist residencies presented	0	0	0	4	1	1	1
Mainstream role of arts, culture and heritage		Number of specific community projects implemented	0	3	3	3	3	3	3
Access and audience development		Number of film screenings presented	1	37	33	30	30	30	30
Developed specialist reference library		Number of publications acquired	25	44	41	90	10	40	40

Table 7. Programme 3 Public Engagement: Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of temporary loan exhibitions presented	4	1	1	1	1
Number of permanent collection exhibitions presented	4	1	1	1	1
Number of outreach programmes presented	6	1	2	2	1
Number of artist residencies presented	1	0	0	1	0
Number of special community projects implemented	3	3	3	3	3
Number of film screenings presented	30	6	9	6	9
Number of publications acquired	10	2	3	3	2

2. EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The WHAG’s three (3) programme areas aid in the implementation of the Gallery’s strategic objectives in the following ways:

2.1. Programme 1: Administration

The efforts by Management and Council to ensure the accurate, efficient, and transparent reporting of the WHAG’s financial management progress and processes ensures that the Gallery continues to adhere to good corporate governance, strategy implementation and the monitoring of institutional compliance.

2.2. Programme 2: Business Development

The acquisition of South African artworks from leading emerging and established artists into the WHAG’s permanent collection serves to promote the diverse creative production of visual arts within the country and beyond. By implementing best practice systems in the areas of preservation, conservation, and digitization the WHAG will ensure that the collection is enjoyed for generations.

2.3. Programme 3: Public Engagement

Through the development of programmes with an emphasis on the youth and individuals within vulnerable sectors of society, programme three (3) provides the WHAG with the opportunity to showcase the creative arts through local, national and international partnerships that promote the role of the sector as an important platform to educate and empower South Africans of varied lived realities.

The WHAG has over the past five (5) years focused on strengthening the existing programmes that are aimed at the empowerment, education, and access of women,

children, and individuals with disabilities. The below programmes showcase the WHAG's contribution to fulfilling its institutional mandate and its progress towards the government's National Development Plan (NDP): Vision 2030.

3. PROGRAMME RECOURSE CONSIDERATIONS

The efficient and effective implementation of financial management processes along with the strategic utilization of its limited Human Resources will aid the Gallery in achieving its objectives. The outlined resources form an integral component in ensuring that the Gallery continues to be an invaluable repository of South Africa's artistic and cultural heritage through its implementation of engaging an inclusive public programme that seeks to positively contribute to the lived realities of all South Africans.

Overview of 2024/25 budget and MTEF estimates

Table 8. Overview of 2024/25 budget and MTEF estimates

	Audited outcomes	Revised estimates	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000
<i>For the entity as a whole</i>					
Administration	10 311	8 796	12 571	17 260	12 102
Business Development	1 120	1 862	1 796	1 916	2 019
Public Engagements	1 764	1 860	1 748	1 821	1 903
Total	13 195	12 707	16 114	20 997	16 023

Table 9. Economic classification

STATEMENT OF FINANCIAL PERFORMANCE	Audited outcomes	Revised estimates	Medium-term estimates		
	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000
<i>Revenue</i>					
Non - tax revenue	-	-	-	-	-
<i>Sale of goods and services other than capital assets of which:</i>					
Sales by market establishment	101	105	110	121	121
Entity revenue other than sales	328	148	454	432	402
Deferred income recognised			3 619	7 980	2 425
Transfers received	12 874	12 454	11 931	12 464	13 075
Total revenue	13 303	12 707	16 114	20 997	16 023
<i>Expenses</i>					
Compensation of employees	7 224	7 308	7 939	8 320	8 694
Goods and services	5 488	5 166	7 933	12 424	7 065
Depreciation	483	233	242	253	264
Total expenses	13 195	12 707	16 114	20 997	16 023
Surplus / (Deficit)	108	-	-	-	-

Table 10. Statement of Financial Position

STATEMENT OF FINANCIAL POSITION	Audited outcomes	Revised estimates	Medium-term estimate		
	2022/23 R'000	2023/24 R'000	2024/25 R'000	2025/26 R'000	2026/27 R'000
ASSETS					
Current assets	31 748	31 084	27 757	20 083	17 975
Trade and other receivables from exchange transactions	-	-	-	-	-
Other receivables from non-exchange transactions, including taxes, fines and transfers	-	-	-	-	-
Prepayments	865	-	-	-	-
Cash and cash equivalents	30 851	31 084	27 757	20 083	17 975
Non-current assets	205 154	205 921	206 679	207 426	208 161
Property, plant and equipment	3 953	3 820	3 678	3 525	3 361
Heritage assets	201 201	202 101	203 001	203 901	204 801
Total assets	236 901	237 005	234 436	227 509	226 136
LIABILITIES					
Current liabilities	27 453	27 370	23 781	15 871	13 446
Trade and other payables from exchange transactions	364	274	286	315	315
Current provisions	387	394	412	453	453
Deferred income	26 702	26 702	23 083	15 103	12 678
Non-current liabilities	324	324	324	324	324
Total liabilities	27 777	27 694	24 105	16 195	13 770
NET ASSETS	209 125	209 311	210 331	211 314	212 367
Accumulated surplus / (deficit)	209 125	209 311	210 331	211 314	212 367

Programme 2: Business Development Risks		
Outcomes	Key Risks	Risk Mitigation
Transformation and development of the WHAG permanent collection	In adequate transformation progress in the collection	Policies and procedures have been implemented to address redress and inclusivity in collection
Preservation of collections	Limited/poorly maintained infrastructure (building owned and managed by the Department of Public Works)	Partnerships with national and provincial departments are to be strengthened to ensure the buy in and completion of infrastructure processes
	Inadequate and outdated security systems	Out-dated computers, viruses and unintegrated computers. The museum intends to purchase newer versions of equipment, install antivirus software, and integrate computers into one system.
Programme 3: Public Engagement Risks		
Outcomes	Key Risks	Risk Mitigation
Increased awareness of South Africa's cultural identity	Inadequate funding for exhibitions	Strategies to attract corporate funders (Standard Bank, Sanlam, MTN) engaging with local collectors are required to augment the need for world class exhibitions.
	Inadequate funding for public programmes	Strategies to attract corporate funders (Standard Bank, Sanlam, MTN) engaging with local collectors are required to augment the need for public programmes.
		Align value for money to WHAG projects
Access and audience development	Stakeholder perception of arts as non-essential	Participate in school going programmes that highlight careers.
		Develop creative and interactive projects and programmes that are incorporated into daily life initiatives (i.e., Public Art).

Mainstream the role of Arts, Culture and Heritage	Lack of appeal to the youth	Greater efforts are required to utilize technology and social media to develop interactive programmes.
Access and audience development	Inadequate stakeholder awareness	Beyond its walls of the institution is required to create brand awareness is required.
	Perception of location as unsafe	Stronger partnerships with the local municipality and police are required to combat this ongoing problem.
	Strategies to develop public programmes	Develop public programmes that encourage the use of outside spaces.
	Lack of awareness of the space as a vital resource to learners, students, and academics	Promotion of the space and its content to school going learners through reading sessions with authors of story books.
		Development of programmes that encourage reading
Development of a specialist reference library		Showcase the acquisition of new books online.
		Subscribe to specialist online digital libraries.

4. INFRASTRUCTURE PROJECTS

Table 11. Infrastructure Projects

No.	Project name	Programme	Project description	Outputs	Project estimated start date	Project estimated completion date	Total estimated cost	Current year expenditure
1	HVAC	Infrastructure	Replacement of HVAC system	Fully functional HVAC system	Apr 2023	Aug 2025	23 000 000	7 000 000
2	Roof renovation	Infrastructure	Replacement of roof	A new fireproof roof	Apr 2023	Aug 2025	2 000 000	600 000
3	Upgrade of water pipes	Infrastructure	Replacement of old water pipes	A new water pipe system	Apr 2023	Aug 2025	1 500 000	500 000
4	New electrical wiring	Infrastructure	Replacement of old electrical wires	New electrical wiring	Apr 2023	Aug 2025	1 500 000	500 000
5	Installation of solar panels	Infrastructure	Solar panels	Solar panels to save on electricity costs	Apr 2023	Aug 2025	1 000 000	500 000
6	Renovation of floors and walls	Infrastructure	Removal of carpets on walls and floors and installation of new flooring	Renovated walls and flooring in the exhibition spaces	Aug 2023	Aug 2024	2 000 000	800 000
7	Build additional storage	Infrastructure	Build additional storage	State of the art storage for artworks	Apr 2023	Aug 2025	5 000 000	2 000 000
8	Upgrade of ICT infrastructure	Infrastructure	Cloud data storage system	Secured data storage / backup	Jun 2023	Aug 2023	20 000	20 000
9	Upgrade of security systems	Infrastructure	Installation of bio metric system	Improved, state of the art security measures	Aug 2023	Oct 2023	100 000	100 000

5. PUBLIC PRIVATE PARTNERSHIPS

Table 12. Public-Private Partnerships

PPP	Purpose	Outputs	Current Value of agreement	End Date of agreement
MTN	Outreach programme	2 Outreach programmes for 2020/21 and 4 Outreach programmes per annum thereafter.	600 000	2023/24

PART D: TECHNICAL DESCRIPTION

1. PROGRAMME 1: ADMINISTRATION

Table 13. Unqualified Audit Report

Indicator title	Unqualified Audit Report
Definition	Opinion on financial statements with no material findings on compliance and performance information
Purpose/importance	The achievement of this objective will contribute to a functional civil service
Source of data	Auditor General report
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Financial Records
Assumptions	Effective and efficient financial management. Compliance measures and monitoring in place
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	100% of allocation spent as per budget
Indicator responsibility	Chief Financial Officer

Table 14. Quarterly Reports Submitted

Indicator title	Quarterly Reports Submitted
Definition	4 Quarterly Reports must be submitted to the Executive Authority as per the prescripts of the PFMA
Purpose/importance	This objective will improve compliance with government prescripts and align the entity with the Executive Authority
Source of data	Submission emails and/or folders
Method of Calculation/ Assessment	Performance information collated from line function staff records
Means of verification	Simple count
Assumptions	Proof of records signed off by members of staff from internal records
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	1 per quarter as per legislation
Indicator responsibility	Director

Table 15. Timely Payment of Suppliers

Indicator title	Timely Payment of Suppliers
Definition	Payment of invoices due within 30 days of receipt of valid invoices.
Purpose/importance	The achievement of this objective will contribute to a functional civil service
Source of data	Invoices and bank statement
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Financial Records
Assumptions	Effective and efficient financial management. Compliance measures and monitoring in place
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	100% of invoices paid within 30 days
Indicator responsibility	Chief Financial Officer

Table 16. Staff Training Interventions

Indicator title	Staff Training Interventions
Definition	Implementation of programmes geared towards increasing human resource capacity
Purpose/importance	This will empower staff to perform their duties better for the benefit of the entity
Source of data	Entity records of trainings attended
Method of Calculation/ Assessment	Simple count
Means of verification	None
Assumptions	Availability of funds and staff for training
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Calculation type	Simple count
Reporting cycle	Quarterly
Desired performance	4 training interventions per annum
Indicator responsibility	Director

2. PROGRAMME 2: BUSINESS DEVELOPMENT

Table 17. Number of artworks acquired from previously disadvantaged emerging artists.

Indicator title	Number of artworks acquired from previously disadvantaged emerging artists
Definition	To purchase artwork for permanent collection in order to redress imbalance and representivity
Purpose/importance	This objective will improve the quality of the collection
Source of data	Acquisitions register and Council minutes
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Invoices, photographs, reports
Assumptions	New policy will assist in more equitable and progressive acquisitions.
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation (where applicable)	Reconfigure exhibition spaces containing historical collection / Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	22 artworks acquired
Indicator responsibility	Chief Curator

Table 18. Number of artworks acquired from previously disadvantaged established artists

Indicator title	Number of artworks acquired from previously established artists
Definition	To purchase artwork for permanent collection in order to redress imbalance and representivity
Purpose/importance	This objective will improve the quality of the collection
Source of data	Acquisitions register and Council minutes
Method of Calculation/ Assessment	Simple count and auditing procedures
Means of verification	Invoices, photographs, reports
Assumptions	New policy will assist in more equitable and progressive acquisitions.
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Reconfigure exhibition spaces containing historical collection / Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	19 artworks acquired
Indicator responsibility	Chief Curator

Table 19. Number of artworks digitized

Indicator title	Number of artworks digitized
Definition	To photograph art collection in high resolution
Purpose/importance	The collection must be professionally photographed and archived for record purposes.
Source of data	Principal Curator of Collections records
Method of Calculation / Assessment	Simple count
Means of verification	Photographs, reports
Assumptions	<ul style="list-style-type: none"> • Audit of state of collection will guide priorities • Digitization plan will be developed • Appropriate arrangements can be made with a small number of credible conservators in country
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Source additional space for data storage
Calculation type	Cumulative year-end
Reporting cycle	Annually
Desired Performance	6 artworks digitized
Indicator responsibility	Principal Curator of Collections

Table 20. Number of artworks conserved

Indicator title	Number of artworks conserved
Definition	Approved restorers to do site inspections and make recommendations
Purpose/importance	The collection must remain in a stable condition and all events and evidence of deterioration must be attended to.
Source of data	Conservation Technician records
Method of Calculation / Assessment	Simple count and auditing procedures
Means of verification	Photographs, reports
Assumptions	<ul style="list-style-type: none"> • Audit of state of collection will guide priorities • Conservation and restoration plan will be developed • Appropriate arrangements can be made with a small number of credible conservators in country
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Source additional space for storage
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired Performance	6 artworks conserved per annum
Indicator responsibility	Principal Curator of Collections

3. PROGRAMME 3: PUBLIC ENGAGEMENT

Table 21. Number of temporary loan exhibitions presented

Indicator title	Number of temporary loan exhibition presented
Definition	Exhibitions displayed at the gallery that come from other centres or private collections
Source of data	Proposals are received from various public & private galleries
Method of Calculation / Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports
Assumptions	<ul style="list-style-type: none"> • WHAG can identify relevant exhibitions and or artists who • are willing to cooperate • Available exhibitions could be brought to WHAG within budget • WHAG can successfully negotiate artist fees to affordable levels
Disaggregation of Beneficiaries	25% for Women 25% for Youth 10% for people with disabilities
Spatial Transformation	Reconfigure exhibition spaces
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	4 exhibitions per annum
Indicator responsibility	Chief Curator & Principal Curator of Collections

Table 22. Number of permanent collection exhibitions presented

Indicator title	Number of permanent collection exhibitions presented
Definition	Exhibitions displayed at the Gallery that come from the permanent collection
Source of data	Exhibitions developed & researched from WHAG permanent collections
Method of Calculation / Assessment	Simple count and auditing procedures
Means of verification	Exhibition invitations, photographs, reports
Assumptions	<ul style="list-style-type: none"> • WHAG can identify relevant exhibitions and or artists who are willing to cooperate. • Available exhibitions could be brought to WHAG within budget • WHAG can successfully negotiate artists fees to affordable levels
Disaggregation of Beneficiaries	25% for Women 25% for Youth 10% for People with disabilities

Spatial Transformation	Reconfigure exhibition spaces
Reporting cycle	Quarterly
Desired performance	4 exhibitions per annum
Indicator responsibility	Chief Curator & Principal Curator of Collections

Table 23. Number of outreach programmes presented

Indicator title	Number of outreach programmes presented
Definition	Outreach programmes/exhibitions presented to learners in the Northern Cape
Source of data	Primary schools within the Northern Cape periphery
Method of Calculation / Assessment	Simple count
Means of verification	Photographs, reports, attendance registers
Assumptions	<ul style="list-style-type: none"> • Identify suitable schools willing to host outreach project • External funding grant will be delivered • Outreach project will capacitate and enrich local teachers, pupils, and community
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	6 Outreach programmes per annum
Indicator responsibility	Principal Curator of Education and Public Programmes

Table 24. Number of Artist Residency presented

Indicator title	Number of residencies
Definition	The resident artist will be expected to hold an exhibition, public discussions, or workshops
Source of data	Local and independent creative practitioners such as artists and curators
Method of Calculation / Assessment	Simple count
Means of verification	Reports and photographs
Assumptions	<ul style="list-style-type: none"> • The residency space is available and function ready • There are adequate resources available (e.g. funding)
Spatial Transformation	Renovations to be done
Calculation type	Cumulative year-end
Reporting cycle	Annually
New indicator	Yes
Desired performance	1 residency program per annum
Indicator responsibility	Chief Curator

Table 25. Number of special community projects presented

Indicator title	Number of community projects presented.
Definition	Implementing community projects as a contribution to national building
Source of data	Projects records
Method of Calculation / Assessment	Simple count
Means of verification	Photographs, reports, attendance registers
Assumptions	<ul style="list-style-type: none"> • Project partners continue to be available, committed and capacitated. • Part-time capacity and expertise remain available. • Project can be enriched through follow up activities and exhibitions.
Disaggregation of Beneficiaries	25% for Women 25% for Youth 10% for People with disabilities
Spatial Transformation	Not Applicable
Calculation type	Non-Cumulative year end
Reporting cycle	Quarterly
New indicator	No
Desired performance	3 special projects per quarter
Indicator responsibility	Principal Curator of Education and Public Programmes

Table 26. Film screenings presented

Indicator title	Number of screenings presented
Definition	Implementing community projects as a contribution to national building
Source of data	Local and international films
Method of Calculation / Assessment	Simple count
Means of verification	Invitation, poster, photographs, reports
Assumptions	<ul style="list-style-type: none"> • Marketing and publicity will yield sufficient attendance justify screening • WHAG will identify South African and African films of interest to the community • WHAG can identify films & related to or relevant to school curriculum • Issue of license & screening fees can be clarified & amounts justified
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation type	Cumulative year-end
Reporting cycle	Quarterly
Desired performance	30screenings
Indicator responsibility	Principal Curator of Education and Public Programmes

Table 27. Number of publications acquired

Indicator title	Number of publications acquired
Short definition	Reference library developed as a tool to access and audience development
Purpose/importance	Resource available for benefit of staff, school learners, tertiary students, and researchers
Source of data	Librarian records
Method of Calculation / Assessment	Simple count
Means of verification	Invoices, reports
Assumptions	<ul style="list-style-type: none"> • Budget is adequate to acquire appropriate items • WHAG can priorities worthwhile acquisitions which will add value to the community • WHAG reference library will be productively utilized by stakeholders
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Reporting cycle	Quarterly
Desired performance	40 publications acquired
Indicator responsibility	Librarian

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

Due to the disruption to the implementation of the 2020/2021 plan by the COVID-19 pandemic, the following amendments were made in the 2021/2020 Annual Performance Plan:

Programme 2: Business Development

Outcome	Outcome Indicator	Baseline	Five-year target	2021/ 2022	Reason for deviation
Preservation of collections	Number of artworks conserved	8	40	6	The target was reduced to allow for the team to dedicate the early part of the year to put in place systems i.e., sign multi-year contracts with service providers, for conservation so that the target is consistently met over the five-year period.

Programme 3: Public Engagement

Outcome	Outcome Indicator	Baseline	Five-year target	2021/ 2022	Reason for deviation
Access and audience development	Number of film screenings presented	30	150	24	The target was reduced due to the uncertain social situation of the COVID-19 pandemic.

ANNEXURE B: CONDITIONAL GRANTS

WHAG currently has no conditional grants.

ANNEXURE C: CONSOLIDATED INDICATORS

WHAG has no consolidated indicators.

ANNEXURE D: DISTRICT DEVELOPMENT MODEL

This is not applicable to the William Humphreys Art Gallery.

ANNEXURE E: MATERIALITY AND SIGNIFICANCE FRAMEWORK

for the year ending 31 March 2024

DEFINITIONS AND STANDARDS

Event B. An activity that has the elements of income and expenditure

Trading venture B. An activity that has the elements of buying and selling of products and/or services

Total revenue B. Total income excluding the revenue from events and trading ventures

Total expenditure B. Total expenditure excluding event and trading venture expenditure

Audited Financial Statements B 2021 / 2022 (AFS)

Approved Strategic Plan B 2020 – 2021 / 2024 – 2025 (ASP)

Approved Annual Budget: 2023 / 2024 (AAB)

PFMA Duties and Responsibilities

Section 50 and 51 of the PFMA and the applicable Treasury Regulations clearly stipulates the required responsibilities of the accounting authority and furthermore, requires that should the accounting authority not be able to comply with any of the required responsibilities, the accounting authority must report to the executive authority (the responsible Minister) and the National Treasury the inability and reasons for such non-compliance.

Section 50 (2) (a) reflects that “A member of an accounting authority may not act in a way that is inconsistent with the responsibilities assigned to an accounting authority in terms of this Act”. This Act gives direction on potential conflict of interests and the approach to be taken by Council members in declaring any areas of potential conflict of interest.

Cultural Institutions Act

The Cultural Institutions Act, Act 119 of 1998 constitutes the William Humphreys Art Gallery as a public entity.

The affairs of the William Humphreys Art Gallery shall be managed and controlled by a Council consisting of at least seven (7) members appointed by the responsible Minister of Sport, Arts and Culture. The chairperson is appointed by the Minister. The Director is a member of the Council with no voting rights.

ANNEXURE F: COUNCIL CHARTER

Council Charter

The Council Charter is a document that serves to set out the high-level responsibilities of the William Humphreys Art Gallery Council, read in conjunction with the Cultural Institutions Act, the PFMA and the applicable Treasury Regulations.

Duties and Responsibilities

- The William Humphreys Art Gallery Council is responsible for the performance of the Gallery and is fully accountable to the Executive Authority (the responsible Minister). As a result, the William Humphreys Art Gallery Council gives strategic direction to the Gallery's Management and Staff.
- The William Humphreys Art Gallery Council retains full and effective control over the Gallery and monitors management in implementing plans, strategies, and resolutions. This includes the operational performance.
- The William Humphreys Art Gallery Council ensures that Management and Staff are fully aware of and comply to applicable laws, regulations, policies and code of business practice in dealing with communities and stakeholders openly and promptly with substance prevailing over form.
- The William Humphreys Art Gallery Council ensures that there are effective policies, procedures, practices and systems of internal control in place that protect the Gallery's assets, resources and reputation.
- The William Humphreys Art Gallery Council must ensure that management has implemented an effective system of risk management.
- William Humphreys Art Gallery Council members should ensure that they have unrestricted access to accurate, relevant and timely information of the Gallery and act on fully informed basis, in good faith, with diligence, skill and care and in the best interest of the William Humphreys Art Gallery, whilst considering the interests of the various stakeholders, including employees, creditors, suppliers and local communities.
- The William Humphreys Art Gallery Council must monitor closely the process of disclosure and communication and exercise objective judgement on the affairs of the Gallery.
- The William Humphreys Art Gallery Council should monitor and manage potential conflicts of interest of Council members and management. The William Humphreys Art Gallery Council as a whole and each individual member must not accept any payment of commission, any form of bribery, gift or profit for him/herself.

The William Humphreys Art Gallery Council should develop a clear definition of the levels of materiality or sensitivity in order to determine the scope of delegation of authority and ensure that it reserves specific powers and authority to itself. Delegated authority must be in writing.

The William Humphreys Art Gallery Council must ensure that financial statements are prepared for each financial year, which fairly represents the affairs of the William Humphreys Art Gallery.

The William Humphreys Art Gallery Council shall appoint sub-committees when necessary and shall require reports from each of these committees are presented and approved by Council.

The William Humphreys Art Gallery Council should at least annually assess its performance.