



NATIONAL ARTS COUNCIL
OF SOUTH AFRICA

PRESENTATION TO PORTFOLIO
COMMITTEE ON ARTS AND CULTURE

16 MARCH 2011

Contents

- 1) Introduction Annabell Lebethe, CEO
- 2) Strategic Overview
- 3) Financial Overview Simon Letsoalo, Acting CFO
- 4) Funding Overview Julie Diphofa, Grants Manager
- 5) Operational Overview Goodwin Mnisi, COO
- 6) Discussions



Strategic Overview

Background

OUR VISION

To promote, through the arts, the free and creative expression of South Africa's cultures.

MISSION

To develop and promote excellence in the arts.

Legislative Mandate

NAC Act, Sec 3:

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

Institutional Background

- Provides financial support to organisations and individuals in **7 sectors**, namely:
 - ✓ Craft
 - ✓ Dance and choreography
 - ✓ Literature
 - ✓ Music
 - ✓ Multi-discipline
 - ✓ Theatre,
 - ✓ Visual arts
- Receives annual grant from the national Department of Arts Culture. The NAC is governed by a Board which comprises **23** members, **14** of whom are appointed by the Minister of Arts and Culture, the remaining **9** members are the provincial representatives.
- Board is mandated to approve recommendations for funding from Advisory Panel members. Advisory Panel members are publicly nominated, appointed by the Board and chaired by a Board member.

Strategic Objectives (2010/2013)

- i. Position the NAC as 'the' arts funding agency in SA that is responsive and committed to advancing the status of the arts nationally and internationally;
- ii. Manage the NAC brand through reputation-building activities;
- iii. Strengthen coordination among arts funding agencies, and between funding agencies and government at different levels (national, provincial and local);
- iv. Engage in national research that informs sector development strategies and the work of the NAC, building the arts intellectual capacity;
- v. Improve the position of the NAC on the continent and build on the reputation of the Summit in the international arts community.

Strategic Challenges

- Need a clearly defined **Policy framework** (legislative review pending);
- Governance & Leadership – **Appointment of Council:**
 - Raised by AG as area of concern particularly as this affects governance, accounting and leadership;
 - Organization '*in limbo*' as required decisions sent to Minister for approval leads to operational inefficiencies and delays;
 - Size of Council unwieldy:
 - 23 Council members vs 28 staff members;
 - Impacts on budget.
 - Experience and skills of Council members is a critical success indicator.
- Relationship between NAC and DAC not supportive:
 - Compromises governance and delivery on mandate;
 - Duplication in funding.
- National mandate: funds insufficient to meet the needs of **7 sectors.**

Strategic Interventions

- National research that informs NAC funding priorities;
- New Funding Model;
- Partnerships with sector organizations, international donor agencies, other government agencies, corporate sector;
- Work with the PACCs in implementing joint programmes;
- Re-prioritising NAC focus going forward.

Annual Report Highlights: 09/10

Governance:

- **Effective Executive Controls:**
 - Council
 - Executive Committee
 - Audit and Risk Committee
 - Human Resources Committee
 - Bid and Adjudication Committee
- **Effective internal control:**
 - Annual risk assessments
 - Three-year Internal Audit rolling plan

Annual Report Highlights: 09/10

Human Resources:

- Staff complement:
 - Executive management (CEO, COO and CFO) in place from 2008;
 - CFO dismissed in September 2010 – Acting CFO managing Finance unit.
- Temporary staff appointed to assist in finance and grants administration units at required periods.
- Annual HR policy review process to ensure legislative compliance.
- Training and Development plan to improve performance.
- Salary increases based on DPSA adjustments.

Annual Report Highlights: 09/10

Human Resources (cont):

- Functioning management/staff representative forum.
- Staff bursary scheme in place (R12,000 annual support).
- Employee Benefits:
 - Comprehensive Provident (Liberty Life) and Medical Aid Scheme (Discovery)
- Stable Staff Complement of 26:
 - **98% Black**
 - **2% White**
 - **3 women** in middle, senior and executive management
- Performance management system was reviewed and policies developed. To be effected in new financial year.

Annual Report Highlights: 09/10

Achievements:

- Successfully hosted 4th World Summit on Arts and Culture in Newtown, Johannesburg;
- Provided financial support to over **700 organizations**, projects and individuals;
- Provided training support to **69 students** and **40 training institutions**;
- Partnered with PACCs in hosting artistic programmes during Confederations Cup;
- **61** companies supported through three-year Company Funding;
- Initiated the **So You Think You Can Write** – a theatre scripting reading and mentoring programme.

Annual Report Highlights: 09/10

Achievements (cont):

- Worked with regional arts organizations such as the Southern African Theatre Initiative and the Arterial Network;
- Partnered with SA Post Office during World Summit to produce series of Summit postcards, thereby profiling NAC-funding visual artists;
- Hosted craft market during the National Arts Festival in Grahamstown with 10 crafters;
- Clean audit for Mmino Music Programme.
- Initiated and hosted **3 Artspeak** industry dialogue sessions in Johannesburg and Port Elizabeth.

Annual Report Highlights: 09/10

Achievements (cont):

- Administered projects on behalf of DAC:
 - Mmino
 - Downtown Studios – agency role with no support from Department on remedying issues;
 - Swedish project (letter of intent) – awaiting agreement from DAC to manage
- Hosted two-day workshop with Provincial Arts and Culture Councils (PACCs).

Funding Landscape

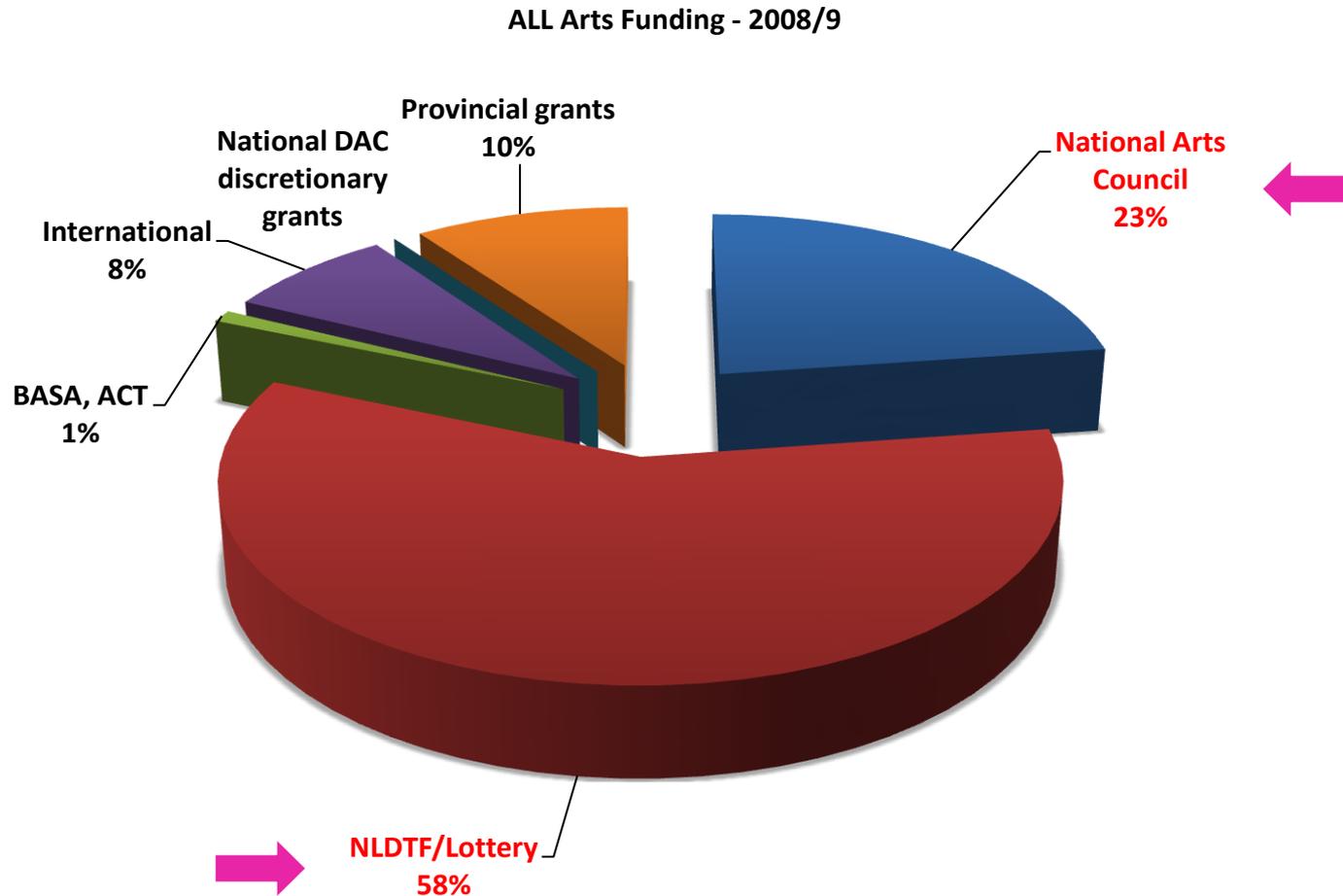
Sources of Arts Funding in SA (International, National and Provincial Sources of Grant-based funding)

Overall funding	2008/9 – ALL art forms
 National Arts Council	65,244,710
 NLDTF/Lottery	168,480,624
BASA, ACT	2,873,500
International*	22,349,922
National DAC discretionary grants	Unknown
Provincial grants	28,080,458
Total Arts Funding	R287,029,214

Source: Research Report: An Assessment of the Visual Arts in SA (2010): HSRC/DAC *et al*

Funding Landscape

Sources of Arts Funding in SA (International, National and Provincial Sources of Grant-based funding)



Funding Landscape

Numbers of Artists Applying for Funds and Success Rates (2007/09)

	No. Who Applied	No. who applied as % of ALL respondents	No. Successful	% success rate as a % of ALL respondents	% success rate as a % of respondents who applied
 National Arts Council	44	18,0	28	11,4	63,6
 National Lottery	6	2,4	2	0,8	33,3
Department of Arts and Culture	23	9,4	6	2,4	26,1
Provincial government	10	4,1	3	1,2	30,0
Local government	4	1,6	2	0,8	50,0
Business Arts South Africa	5	2,0	2	0,8	40,0
Arts and Culture Trust	7	2,9	1	0,4	14,3
International Arts Funding Body	12	4,9	8	3,3	66,7
Private Foundation	18	7,3	9	3,7	50,0
Corporate sponsorship	11	4,5	6	2,4	54,5
Corporate funding	11	4,5	5	2,0	45,5
Patron	4	1,6	3	1,2	75,0
Arts organisation	11	4,5	8	3,3	72,7

Financial Overview



Contents

1. Audited Annual Financial Statements

- 1.1 Introduction
- 1.2 Statement of Financial Position
- 1.3 Statement of Financial Performance

2. Basis for Qualification

3. Summary of Audit history

4. Surplus funding

- 4.1 Surplus for the period
- 4.2 Reason for the surplus
- 4.3 Approval of surplus

5. Challenges: 2011/12 Budget

Annual Report Highlights: 09/10

1.1 Introduction

- Sec 16(2)(a) of the NACSA states:
 - 75% of the funding allocated by Government shall be distributed as grants in support of the Arts;
 - Remaining 25% will be utilised for operational expenses.
- NACSA's current operating budget is **29%**, which is more than the 25% determined in the Act.
- However **4% shortfall** funded by our passive income (interest earned on call account investment).

Annual Report Highlights: 09/10

1.2 Statement of Financial Position

	2010 R	2009 R
ASSETS		
Non – Current Assets	4,065,043	4,681,707
Current Assets	93,221,608	98,662,767
TOTAL ASSETS	<u>97,286,651</u>	<u>103,344,474</u>
NET ASSETS AND LIABILITIES		
Non – Current Liabilities	21,934,500	10,021,445
Current Liabilities	40,174,039	56,105,123
Net Assets	35,178,112	37,217,906
TOTAL LIABILITIES AND RESERVES	<u>97,286,651</u>	<u>103,344,474</u>

Annual Report Highlights: 09/10

1.3 Statement of Financial Performance

	2010 R	2009 R
REVENUE	95,791,228	89,103,301
Grants received	88,549,929	78,679,140
Other income	7,241,299	10,424,161
EXPENSES	67,731,023	88,070,894
Project and bursary allocated	46,471,065	69,550,967
OPERATING EXPENSES	21,259,958	18,519,927
OPERATING (DEFICIT) / SURPLUS	28,060,206	1,032,407
Finance costs	-	-
SURPLUS / (DEFICIT) FOR THE YEAR	28,060,206	1,032,407

Annual Report Highlights: 09/10

2. Basis for Qualification

2.1 Downtown Studios

- In 2008 former Minister Jordan requested NACSA to serve as conduit in purchasing Fox Street Properties (Pty) Ltd and Downtown Studios.
- Downtown Studio was regarded as the home of local music production due to its role in the past, having recorded some major local artists, inter alia, Mahlathini, Mahotella Queens, Lucky Dube, Stimela, and many others.
- The initial intent was for NACSA to purchase property and business and to later transfer both the property and business to a Special Purpose Entity (SPE) to be established by DAC.
- The Board of SPE was appointed in May 2010 by former Minister of Arts and Culture Ms Lulu Xingwana.
- NACSA is in the process of finalising accounting and legal requirements to effect the transfer of both the property and business to the SPE (Downtown Studios Music Hub).
- The whole purchase and transfer process was intended to be completed within a **period of six months**.

Annual Report Highlights: 09/10

2.1 Basis for Qualification: Downtown Studios

2.1.1 Revenue

The entity did not recognise a grant from the National Department of Arts and Culture for the year ended 31 March 2009 in accordance with SA Standards of GRAP (*GRAP 23, Revenue from non-exchange transactions*).

Management Action:

- Prior year adjustment concluded during audit period.
- Service provider appointed to ensure that the purchase agreement entered into by both Downtown studios and Fox Street Properties (Pty) Ltd is accounted for in accordance with all applicable legislative and accounting reporting frameworks. The project is expected to be completed prior to commencement of the 2010/11 annual statutory audit.

Annual Report Highlights: 09/10

2.1 Basis for Qualification: Downtown Studios

2.1.2 Property, plant and equipment

The entity entered into a memorandum of understanding with the National Department of Arts and Culture to acquire a business (**Downtown Recording Studios**) and the property, plant and equipment (**Fox Street Properties**). The entity did not in 2008-09 recognise the acquisition of business totalling R143,160 in accordance with International Financial Reporting Standards (IFRS 3) and property, plant and equipment totalling R4,6 million in accordance with SA Standards of GRAP.

Management Action:

- Property, plant and equipment registered in NAC asset register.
- Appointed consultant to ensure completeness and accuracy of information.

Annual Report Highlights: 09/10

2.1 Basis for Qualification: Downtown Studios

2.1.3 Irregular Expenditure

Section 54(2) of the PFMA requires the entity to promptly and in writing inform the national treasury of the transaction and submit relevant particulars of the transaction to its executive authority for approval of the transaction to acquire a significant asset. Payments amounting to R4,743,160 were made without informing the national treasury and obtaining approval of for the transaction from the executive authority. The amount was not disclosed as irregular expenditure to the financial statements at 31 March 2010, resulting in irregular expenditure being understated by R4,743,160.

Management Action:

- DAC and NAC erred in compliance, but this is being rectified.
- Management had engaged former Minister Xingwana regarding the approvals. Office had assumed that since National Treasury had approved request to open separate bank account, it was a defacto approval.
- Approval from Minister Mashatile will be sought prior to transfer of asset and business to the SPE set up by the Department.

Annual Report Highlights: 09/10

2.1 Basis for Qualification: Downtown Studios

2.1.4 Rental Revenue

The entity entered into a memorandum of understanding with the National Department of Arts and Culture to acquire the property, plant and equipment which was not recognised totalling R4.6 million. The entity did not recognise the rental revenue due to the entity from the lessee of the property, plant and equipment in accordance with SA Standards of GRAP (GRAP 9, *Revenue from exchange transactions*).

Management Action:

- The original intent of the request was defined as a 'conduit' relationship.
- Since the inception of the Downtown Studios Hub Board by former Minister Xingwana in May 2010, the NAC has unsuccessfully tried to retrieve the revenue from the Board.
- This matter has been brought to the attention of former Minister and Minister Mashatile.

Annual Report Highlights: 09/10

2. Basis for Qualification

2.2 Mmino

- A joint music programme of the Norwegian Ministry of Foreign Affairs and the Department of Arts and Culture;
- The programme started in 2000 with NACSA as the implementing agency;
- Funding decisions made by a Steering Committee., which comprises of members from NACSA and the Norwegian Ministry;
- AG SA determined that since NACSA manages the Mmino project account, therefore, it is liable for all Mmino contracts and programme risks;
- This was the first time the exclusion of Mmino project from NACSA's books had been raised as a material misstatement in Annual Financial Statements (AFS) of NACSA by AGSA.

Annual Report Highlights: 09/10

2.2 Basis for Qualification: Mmino

2.2.1 Mmino

The entity recognised the grant revenue contrary to the requirements of the Standards of GRAP (*GRAP 23, Revenue from non-exchange transactions*) as the conditions to the agreement were not met resulting in an understatement of liabilities. The entity's records did not permit the application of alternative audit procedures regarding the revenue and liability as they were not included into NAC's financial records.

Management Action:

- The NAC has been serving an 'agency role' and for 10 years did not recognise the grant revenue from the Norwegian Ministry of Foreign Affairs.
- NACSA has complied with the requirement of GRAP 17
- Project ends in June 2011 and will not be extended.

Annual Report Highlights: 09/10

3. Summary of Audit History

	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Qualifications	4	0	0	0	5
Matters of Emphasis	16	0	0	2	1
Total serious issues	20	0	0	2	6
Other Matters	0	3	2	1	1

Annual Report Highlights: 09/10

4. Surplus Funding

- **Surplus for the period 2009/10**

In 2009/10 NACSA reported a net surplus of R28,060,206.

- **Reason for the surplus reported in 2009/10**

Reported surplus was a result of project allocations that were not recognised in the Statement of Financial Performance as conditions attached to the grant contract were not met at the reporting period as well as Mmino surplus included therein.

- **Approval of surplus**

NACSA sent a written request to the National Treasury seeking approval of the surplus to be utilised in 2010/11 to fund all the projects that did not meet the contractual conditions at the reporting period (2009/10) as it was probable that the contract conditions will be met in the next reporting period (2010/11).

Challenges

5. 2010/11 Budget Allocation

- NAC's original budget request was **reduced by 17% (R82,627,000)**
- **Only R68,485,000** was allocated.
- The impact of the reduction affected the project funding allocation as both Orchestras and Company funding are fixed/committed allocations.
- Below is the breakdown of the Grants budget for 2011/12:

DAC Income	68,485,000
Grants Allocation (75%)	51,363,750
Less: Orchestras(R5,025,000 x 3)	(15,075,000)
Less: Company funding	(22,000,000)
Balance	14,288,750
Available to disburse to 7 sectors:	R 2,041,250

- The R14,288,750 is available for general funding and is split equally amongst the 7 disciplines. Each discipline will receive **R2,041,250**.



Funding Overview

NAC Funding Activities

Funding Sessions

- Applications for funding are invited twice a year. The second funding session is only for local post-graduate and institutional bursaries.
- The NAC has three types of funding categories, namely:
 - i. Project Funding**
 - Individuals, organisations and community groups engaged in arts projects are eligible for funding.
 - Funding is considered for projects that are involved in research and documentation, performances, exhibitions, workshops, materials, creation of new works, compositions, creative writing, script development, etc.

NAC Funding Activities

Funding Sessions

ii. Bursaries

- The NAC offers national and international bursaries for the arts at tertiary level.
- Bursaries awarded are primarily for tuition fees.
- Block bursaries are awarded to institutions for undergraduate students under criteria specified by the NAC.
- Postgraduate students apply to the NAC directly.
- Students have to prove that they have raised part of the costs towards their studies.

NAC Funding Activities

Funding Sessions

iii. Company Funding

- Company funding is a **three-year funding**, which was initiated in 2002 because of savings from restructuring of playhouses.
- Arts companies are invited to apply for a three-year funding cycle.
- The purpose of company funding is to provide companies with stable funding for a period of three years in order to facilitate the creation, performance and exhibition of new works, capacity building, job creation and audience development.
- The aim of the three-year grants was to:
 - ✓ Encourage and promote excellence in the arts;
 - ✓ Encourage creation and presentation of indigenous arts;
 - ✓ Stimulate job creation;
 - ✓ Enthuse the private sector to match the grant on a 50/50 basis.

NAC Funding Activities

Achievements

- Successful and timeous grant disbursement.
- More visibility of the NAC through road shows.
- Formed partnerships to meet strategic objectives.
- Skilled Advisory Panels who are subject matter experts.
- 61 Companies funded nationally in all disciplines

Annual Report Highlights: 09/10

Company Funding

Discipline	Number of Companies Funded	Amount Allocated
Craft	5	1 250 000
Dance	12	4 750 000
Literature	2	500 000
Multidiscipline	7	3 000 000
Music	11	4 000 000
Theatre	17	5 750 000
Visual Arts	7	2 750 000
Total	61	R22 000 000

Annual Report Highlights: 09/10

Grants Awarded

Funding Type	Number of Entities	Funding Allocated
Organisational Funding	242	17,592,916.00
Individual Funding	173	6,140,250.05
Institutional Bursary Funding	40	3,341,044.99
Individual Bursary Funding	69	2,112,205.00
Company Funding	61	22,000,000.00
Surplus Funding	27	15,988,080.00
Orchestra's Funding	3	14,220,000.00
Total	615	R81,394,496.04

Annual Report Highlights: 09/10

Grants Awarded: Amount funded/Sector

Discipline	Number of Entities	Funding Allocated
Crafts	116	5,583,574.99
Dance & Choreography	72	10,712,405.00
Literature	69	4,187,005.00
Multi-Discipline	55	14,234,300.00
Music and Opera	86	25,464,273.05
Theatre & Musical Theatre	131	14,284,670.00
Visual Art	86	6,928,268.00
Total	615	R81,394,496.04

Annual Report Highlights: 09/10

Grants Awarded: Funded/Province

Province	Number of Entities	Funding Allocated
Eastern Cape	40	7,932,790.00
Free State	35	2,251,700.00
Gauteng	291	32,744,860.47
KwaZulu Natal	74	11,713,533.57
Limpopo	33	1,561,219.00
Mpumalanga	16	1,862,000.00
North West	12	1,597,080.00
Northern Cape	3	650,000.00
Western Cape	105	20,733,913.00
Other	6	347,400.00
Total	615	81,394,496.04

Ten Year Funding Highlights

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	TOTAL
Total Grant Received (R'000)	25,000	35,076	40,342	42,072	44,668	47,894	62,081	66,926	74,635	65,625	504,319
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	TOTAL
Number of Projects funded (2001- 2010)											
Organisations	353	187	192	141	312	197	149	138	190	242	2101
Individuals	148	106	135	119	280	216	132	135	136	173	1580
Bursaries – Individuals	96	39	44	21	85	48	38	48	40	69	528
Bursaries – Institutions		45	43	34	34	33	21	72	82	40	404
Company Funding		43	62	63	62	79	78	66	61	61	575
Minister's Funding		12	3	3	3	3	8	3	3	3	41
Own Initiatives			2			2		14	9	27	54
	597	432	478	378	773	575	426	476	521	615	

NAC Funding Activities

Challenges

- Reactive funding model;
- Funding project based and therefore funding can only be allocated once in a financial year;
- Limited project funding: less amounts disbursed;
- Limited advisory capacity to the Ministry;
- Inequitable distribution of funding across provinces;
- Ineffective three tier system of funding;
- Definition of roles between entities and DAC;
- Limited resources and skills to fulfill its mandate;
- Funding more accessible to literate artists.

Interventions

Province	Dates	Regions / Municipal districts	# of Participants	Venue	Total
Northern Cape	25, 28 & 31 March	Kgalagadi	100	Kuruman	300
		Prixley ka Seme	50	De Aar	
		Namaqualand	150	Springbok	
Mpumalanga	19 & 21 April	Enhlazeni District	42	Mbombela Municipality	117
		Gert Sibande	75	Nkomazi	
Free State	24 April	Lejweleputswa, Tokoloho, Nala, Masilonyana and Matjhabeng	150	Odendalsrus	150
Limpopo	22 April	Vhembe	18	Polokwane	72
		Capricorn	17		
		Waterberg	18		
		Sekhukhune	11		
		Mopani	8		
Eastern Cape		Nelson Mandela Bay Municipality	50	Red Location Museum	145
		Chris Hani region	95	Chris Hani Hall	
North West	21 & 23 April	Dr Ruth Mompoti	60	Vryburg	195
		Ngaka Modiri Molema and Dr Kenneth Kaunda	135	Ventersdorp Municipality Hall	
TOTAL					979

Operational Overview



NAC Operations

New Funding Model

- The NAC developed the funding model specifically to align its operations with its mandate to be able to make an impact on the lives of the people.
- The Funding Model in this regard focus funding more towards funding of community based organisations and projects and transformation of the sector.

NAC Operations

Weaknesses in Current Funding Model

- The current funding model is not focused or targeted to achieve outcomes . There was a lack of strategic intent.
- The model places greater emphasis on the international policy model of '**arms length approach**' which limits the NAC's ability to make the necessary sector intervention.
- It is more reactive (focus on funding) to the needs of communities as opposed to being pro-active (interventionist) to address the needs of the communities.
- The NAC operates in isolation to other entities within the sector thus making its impact less visible in the sector.

NAC Operations

Strengths in Current Funding Model

- The governance processes of the current funding model are sound, thus preventing fraud and corruption.
- There is no interference with the artistic creativity of the artistic community. The freedom of artistic expression is upheld.
- Greater portion of the annual allocation goes towards arts funding than administration on the scale of 75% / 25%.

NAC Operations

Assumptions of New Funding Model

- The new funding model moves from the premise that:
 - SA is a developmental state – NAC **must** address the imbalances of the past by providing more support to still marginalized communities.
 - A number of arts establishments within the sector (arts companies, festivals) need to be transformed to ensure greater participation and inclusivity.
 - Recognizes that a wealth of artistic creation has been developed over the years and thus needs to be nurtured and sustained to create jobs within the sector and impart knowledge and skills.
 - NAC is a national institution with a national mandate and thus can only achieve its mandate by developing strong partnerships with the Provincial Arts and Culture Councils (PACCs) and other sector organisations.
 - The new funding model builds on the strengths of the current funding model.

NAC Operations

Areas of Intervention of New Funding Model

- **Mandate:** Objects of the act have been packaged and included in the strategy to achieve outcomes or impact.
- **Strategy:** Prioritized to emphasize development in funding which targets marginalized communities.
- **Budget:** Budget has been restructured to emphasize allocation to the areas of priorities.
- **Programmes:** Reprioritized to address the specific needs of communities.
- **Operations:** Areas of operations within the funding process made user friendly to allow access to information and funding.
- **Evaluation:** Monitor and evaluate the extent to which business processes have delivered on the mandate and achieved government priorities.

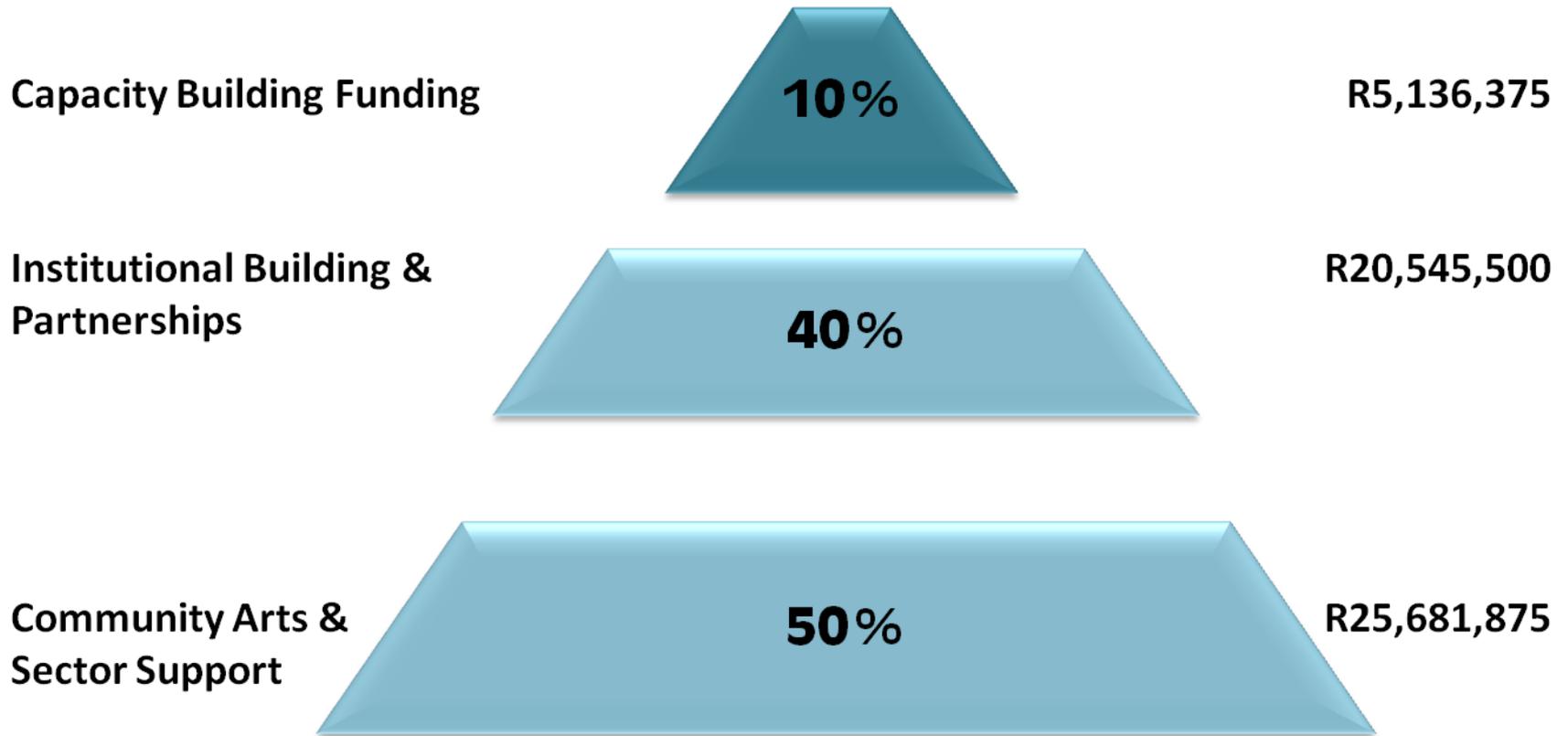
NAC Operations

Strategy, Budgets and Programmes

- Budget is aligned to the development strategic approach to allow each programme to achieve specific output.
- Greater funding budget is allocated more towards community based arts organisations and partnerships projects with an impact on communities.
- The allocation will be adjusted incrementally on an annual basis towards community based organisations and projects on an annual basis.
- Call for applications will be specific on what funding wishes to achieve without dictating to artists on what artistic output they should produce.

NAC Operations

New Funding Model: Allocations



NAC Operations

Progress in Implementing New Funding Model

- In 2009, the NAC hosted a workshop with the PACCs to establish relations and in this regard the NAC partnered with six provinces in the hosting of 2010 projects.
- The 2011 – 2014 strategic plan emphasizes developmental approach as a strategic imperative with budget allocated in this regard.
- Grants Management System developed and will improve turn around time in processing application forms and capturing statistical data.
- Arts funding programmes restructured as follows:
 - Project Funding – Community Arts Funding Programme
 - Bursary Funding – Capacity Building Funding
 - Company Funding – Institutional Support Funding Programme.

NAC Operations

Relationship Building

- The new funding model will be fully realisable by strengthening the relations with the PACCs and the National Lottery Distribution Fund to provide coherent service to the arts sector.



Thank you!