



03 May 2017

THE MARKET THEATRE FOUNDATION: OVERVIEW OF THE 2017/18 ANNUAL PERFORMANCE PLAN

1. Introduction

a. The Market Theatre Foundation

The core business of the Market Theatre Foundation is in the Theatre. The vision of the Market Theatre is to create an authentic South African arts and cultural experience which is committed to providing the highest level of artistic excellence.

The mission of the entity is to¹:

- Produce and provide a platform for a professional performing and visual arts repertoire that is authentic and artistically excellent;
- Develop the next generation of South African performing and visual arts talent; and
- Engage, educate and develop a diverse community through the performing and visual arts to become enthusiastic audience members and supporters.

The goals of the Theatre are supported by the Market Laboratory, whose primary fields of activity are in: Theatre, Education and Training².

b. Business Units

The entity has four business Units, namely³:

- Market Theatre
- Windybrow Arts Centre
- Market Laboratory
- Market Photo Workshop

c. Overview of strategic outcomes orientated goals

The Market Theatre has four strategic outcomes orientated goals which are aligned to government outcomes 4, 11, 12 and 14.

- ~~Strategic Outcome Oriented Goal 1: Institutional Management: Provide leadership and corporate support services. This strategic outcome is linked to National outcome 12: An efficient, effective and development-oriented public service.~~

¹ MTF APP, 2017

² MTF APP, 2017

³ MTF APP, 2017



- Strategic Outcome Oriented Goal 2: Public Engagement: Promote Arts and Culture in South Africa and mainstream its role in social development. This strategic outcome is linked to the National Outcomes 4 and 11. Outcome 4: Decent employment through inclusive growth. Outcome 11: Create a better South Africa and contribute to a better Africa and a better world.
- Strategic Outcome Oriented Goal 3 Public Engagement: Create employment opportunities and economic livelihoods for the next generation of art practitioners. This strategic outcome is linked to both outcome 4 and 11 like strategic outcome 2.
- Strategic Outcome Oriented Goal 4 Business Development: Promote and sustain the visual and performing arts within South Africa through mutually beneficial partnerships.
- Strategic Outcome Oriented Goal 4 Business Development: Promote and sustain the visual and performing arts within South Africa through mutually beneficial partnerships. This strategic outcome orientated goal is linked to the National Outcomes 4, 11 and 14. Outcome 4: Decent employment through inclusive growth. Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. Outcome 14: A diverse, socially cohesive society with a common national identity.

2. Programmatic analysis

a. Programme 1: Administration

The purpose of the programme is to support and strengthen the Foundation's leadership and management delivery capacity and give corporate support services that ensure the achievement of the MTF's strategic objectives.

The entity intends to submit all reports in order to comply with regulations. 90% of positions will be filled and 10 skill programmes will be undertaken by staff. The unqualified audit will be maintained. The Annual review of Risk Management Strategic will be conducted and implemented and the internal control environment will be maintained.



b. Programme 2: Performing Arts and Photography Professional Services

The strategic objective of the programme is to identify, develop and produce performing arts productions to progressively advance the cultural wellbeing of all South Africans and to identify, develop and produce new photography programmes to progressively advance the cultural wellbeing of all South Africans.

20 productions will be staged and 75 000 audiences will attend the shows. Six exhibitions will be held, four public programmes will be convened and 24 photographers and curators will be showcased. The entity envisages that 1 100 people will visit the public programmes and one publication will be produced.

c. Programme 3: Training and Development Services

Strategic objectives of the programme are: To identify, develop and contract individuals so as to increase the number of professionals within SA. To train and develop interns, students and community theatre practitioners. To empower students, individual participants in photography.

4 directors, writers, designers and training personnel will be identified for development and empowerment. There will be 100 directors, writers, actors, designers and technical personnel that will be employed with a focus on youth. 20 students will be enrolled in the first year drama course and they will complete the first year drama course. 12 students will be selected to participate in the second year intern programme and they will complete the programme in 8 months. One festival will be organized and 225 people will participate in the festival and 2 000 audiences will attend the festival.

Six and three short courses will be presented for foundation and intermediate level respectively. One year course in advance programme in Photography and photojournalism and documentary one year course in photography programme will be presented. 120 people will be registered in the abovementioned courses and 65% of the registered individuals will successfully complete the training. Two mentorship programmes will be completed.



d. Programme 4: Institutional Advancement

The strategic objectives of the programme are: To promote activities of the MTF in order to promote and enhance the brand of the MTF within South Africa. To obtain sufficient funding from donors to support the projects and operations of the MTF.

11 stakeholder newsletters will be distributed annually and 11 internal newsletters will be distributed to staff annually. When a programme is running, the entity will advertise on newspapers daily from Wednesday to Saturday such that R5 500 000 publicity value will be achieved annually. 6 500 new stakeholders will be registered on the database. 50 funding proposals will be submitted and R13 500 000 will be secured.

3. Human Resources

The organogram of the entity has remained the same, however, there are two new contract positions, namely; Wardrobe assistant and Assistant FOH Manager (night). The number of positions is 62 including the 9 Windybrow staff.

4. Budget

| Expenses | Objective | Budget 2017/18 | % of total budget |
|---|-----------|----------------|-------------------|
| Programme 1: Administration | 1 | 11 971 371 | 17% |
| Programme 2: Performance Art and Photography Services | 2 | 40 717 124 | 59% |
| Programme 3: Training and Development Services | 3 | 12 413 978 | 18% |
| Programme 4: Institutional Advancement | 4 | 3 864 848 | 6% |
| | | | |
| Total expense | | 68 967 321 | 100% |



5. Issues for consideration

- The entity wants to fill 90% of the total positions they have (see page 19 of the APP). Why does the entity not intend to fill 100% of the positions? Which positions does the entity intend to leave unfilled?
- The entity will have 10 skilled programmes undertaken by the staff (see page 19 of the APP). How may staff members are targeted?
- Over the MTSF, the entity wants to maintain its unqualified audit (see page 19 of the APP). Why is the entity not planning to have a clean audit because it has achieved an unqualified audit over the years?
- From 2016/17 to 2017/18, the entity plans to increase the number of audiences attending shows from 55 000 to 75 000 and this is a huge jump. What has informed the entity to make this determination? What was the audited number of audiences in 2016/17? (see page 20 of the APP).
- On page 21 of the APP, the number of visitors to public programmes has been constant over the MTSF at 1 100. May the entity explain this stagnation?
- The number of directors, writers, designers and technical personnel that will be identified for development is only four (see page 22 of APP). Does this mean that only one person per category will be identified? How did this happen in 2016/17?
- On page 22, 3.2, 20 students will be enrolled in the first year drama course and 20 students will complete the first year drama. Does this mean that the 20 that entered are the ones that are expected to complete?
- On page 22 and 23, 12 students will be selected to participate in the second year intern programme and 12 students will complete the second year intern programme. Does this mean that the same students who started are the ones who will be completing?
- On page 23, 120 individuals will be registered in the structured training initiatives which are foundation programme, intermediate programme, advanced programme in photography, photojournalism and documentary photography



programme. May the entity disaggregate the number of individuals to be registered per programme?

- 200 advertisements will be placed on daily newspapers from Wednesday to Saturday (see page 27). On what is the number 200 based?
- On page 27, what is the relation between the number of funding proposals (50) and the amount of actual funding secured (R13 500 000)?

6. Reference

4 The Market Theatre Foundation (2017) The Market Theatre Foundation Annual Performance Plan for the Fiscal year 2017-2018