



# THE MARKET THEATRE FOUNDATION (MTF)

## ANNUAL PERFORMANCE PLAN 2023/2024



*Presentation by:*

**Ms. Andiswa Vikilahle (Deputy Chairperson)**

*Supported by:*

*Ms. Tshiamo Sibande* **CEO**

*Mr. Mlungisi Mkhayiphe* **CFO**

*Ms. Zingisa Jemsana* **COO**



# VISION

To create an authentic South African arts and cultural experience which is committed to providing the highest level of artistic excellence.



# MISSION

In order to realise our vision, our mission is to ensure the long-term future of the MTF by:

1. Producing and providing a ***platform for a professional performing and visual arts repertoire*** that is authentic and artistically excellent;
2. Developing the ***next generation of*** South African performing and visual arts ***talent***;
3. Engaging, educating and ***developing*** a diverse community through the performing and visual arts to become ***enthusiastic audience members and supporters.***



# MTF's CORE BUSINESS UNITS

1. The Market Theatre
  - Founded in June 1976.
  - Declared a Cultural Institution in 2005.
  - Focuses on emerging and professional performing arts presentations.
2. The Market Theatre Laboratory
  - Founded in 1989.
  - Focuses on performance training and development for 18 – 35-year-olds.



# MTF's CORE BUSINESS UNITS (cont.)

3. The Market Photo Workshop
  - Founded in 1989.
  - Focuses on photography training and development for 18 – 35-year-olds
  
4. The Windybrow Arts Centre
  - Opened to the public in 1987 under Performing Arts Council of Transvaal
  - Mr. Walter Chakela appointed the first Artistic Director in 1993
  - Declared Cultural Institution in 2006
  - MTF administered it from 2014
  - Amalgamated with MTF in 2016.



# IMPACT STATEMENT

Increased awareness and knowledge of the performing and visual arts, through accessible, relevant, and sustainable programming, thus contributing meaningfully to nation-building, social cohesion and socio-economic transformation.

## HOW WE ACHIEVE THIS:

- Continued innovation
- Review of our structure and operations
- Revenue Generation
- Reputation Management

# INSTITUTIONAL STRENGTHS

Long term track record of artistic excellence

Strong brand and legacy reputation nationally and internationally

Accountable institutional governance and management with an unqualified audit opinion for 19 years

Resource capacity to continue mentorship programmes and some performances during the difficult lock-down and social distancing period





# TOP 2 RISKS

- Limited revenue streams
- Declining number of patrons & audiences



# TRENDS

	2018	2019	2020	2021	2022
No of productions staged	35	35	40	23	31
Patrons	78 700	55 305	49 768	44 890	18 809
Operating income	R9,2 mil	R6,8 mil	R8,7 mil	R2,7 mil	5,2 mil
MPW project expenses	R3,7 mil	R4,1 mil	R4,5 mil	R4,1 mil	4,3 mil
Lab project expenses	R2,2 mil	R2,5 mil	R3 mil	R2 mil	2,5 mil
Production costs	R15 mil	R17 mil	R12,5 mil	R4,7 mil	10,9mil
Staff employed	53	59	58	56	61
Audit Outcome	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

# 2023/24 APP: INTRODUCTION

This Annual Performance Plan is developed in the context of a concerning social and economic outlook. As such, the Council had to take a long-term view of running a public entity and the imperative to ensure the sustainability of the MTF, beyond its term of office.

It aims to ensure posterity for future generations (as contemplated in our Mission statement) through:

- The adoption of sustainable practices in our daily operations
- Ensuring our ability to function in the event that the fiscus is unable to meet our operational needs
- Its appreciation that the province's natural and other resources are under increasing pressure



# 2023/24 APP: INTRODUCTION (cont.)

The National Development Plan (NDP) calls for government to have achieved certain milestones by 2030 towards bettering the lives of all South Africans with Performing and Visual Arts institutions such as ours expected to contribute towards the attainment of those goals.

The Market Theatre Foundation primarily contributes through Priority 6: Social Cohesion and Safer Communities

Secondary contributions include addressing:

- Priority 1: Capable, Ethical and Developmental State
- Priority 2: Economic Transformation and Job Creation
- Priority 3: Education, Skills and Health
- Priority 5: Spatial Integration, Human Settlements and Local Government



# 2023/24 APP: LEGISLATIVE & POLICY MANDATES

- MTF was declared a Cultural Institution in 2005 through the Cultural Institutions Act (Act 119 of 1998)
- The Public Finance Management Act (Act 1 of 1999) classifies the MTF as a Schedule 3A Public Entity
- Accountable to the Department of Sport, Arts and Culture (DSAC)



# 2023/24 APP: STAKEHOLDER PROFILE

## EXTERNAL:

- DSAC
- Parliament of the Republic
- Stakeholders who act as reputational agents

## INTERNAL:

- Creatives across the spectrum
- Students and interns
- Sponsors, grantors and donors
- MTF employees and the recognised Union



# 2023/24 APP: EXTERNAL ENVIRONMENT ANALYSIS

1. Covid-19 restrictions disallowed or highly restricted live performances for almost 1 ½ years
  - i. Almost 95% of respondents experienced cancellation or indefinite postponement of work (SA Cultural Observatory survey)
2. Spaces such as MTF fully re-opened in June 2022
  - i. Challenges with trying to draw audiences back
  - ii. Artists in desperate need of work and space to create
  - iii. Additional pressure on entities such as MTF to create more work opportunities
  - iv. The need in iii above sometimes at odds with revenue generation objectives and difficult to meet within current limited government grant
3. High unemployment rate accompanied by higher numbers in women, youth and Black and Coloured population groups
4. The need for the deployment of technology holds exciting (albeit costly and at times unfamiliar) possibilities



# 2023/24 APP: INTERNAL ENVIRONMENT ANALYSIS

## 1. Income and Expenditure Trends

	Actual	Projected	Budget		
	2022	2023	2024	2025	2026
Total expenditure	R75,9 mil	R70,1 mil	R69 mil	R72 mil	R77 mil
DAC grant	-R51,2 mil	-R52,5 mil	-R52,7 mil	-R55 mil	-R57 mil
Donations	-R8,5 mil	-R10 mil	-R7 mil	-R8 mil	-R8.2 mil
Other income generated	-R5,5 mil	-R6,6 mil	-R5.3 mil	-R5.6 mil	-R6.3 mil
Surplus or (Deficit)	R11,5 mil	(R1 mil)			

# EXPENDITURE HISTORY

YR	OPERATIONAL EXPENDITURE	PROGRAMME EXPENDITURE	TOTAL EXPENDITURE	% DAC FUNDING
2014	30 664 274	16 610 142	47 274 416	55%
2015	31 847 459	14 514 054	46 361 513	60%
2016	35 604 580	18 647 906	54 252 486	54%
2017	45 914 434	19 887 486	65 801 920	64%
2018	45 894 029	20 867 687	66 761 716	67%
2019	47 559 713	22 495 879	70 055 592	66%
2020	52 357 071	20 049 849	72 406 920	67%
2021	48 727 454	10 796 169	59 523 623	82%
2022	63,052,675	11,913,553	74,966,228	70%
2023	52,561,000	18,198,326	71,367,378	74%



# CHALLENGES

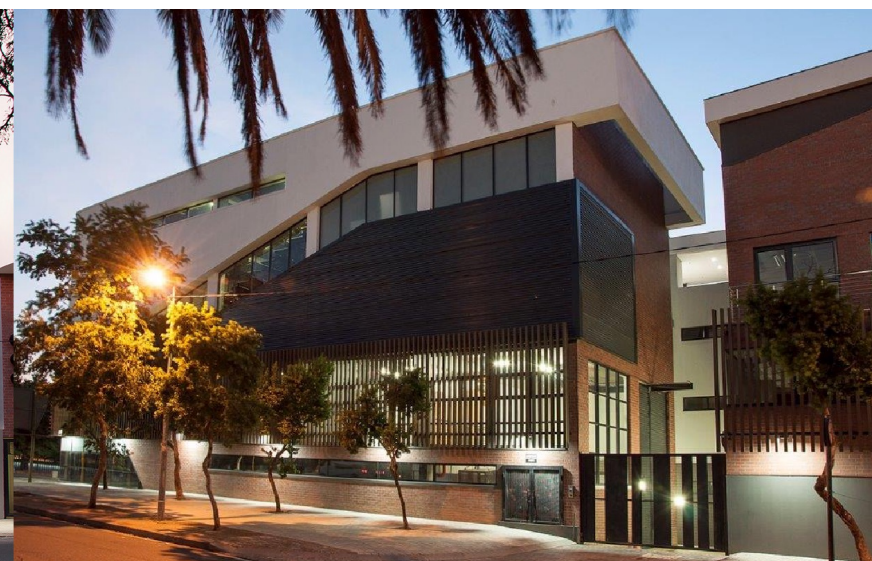
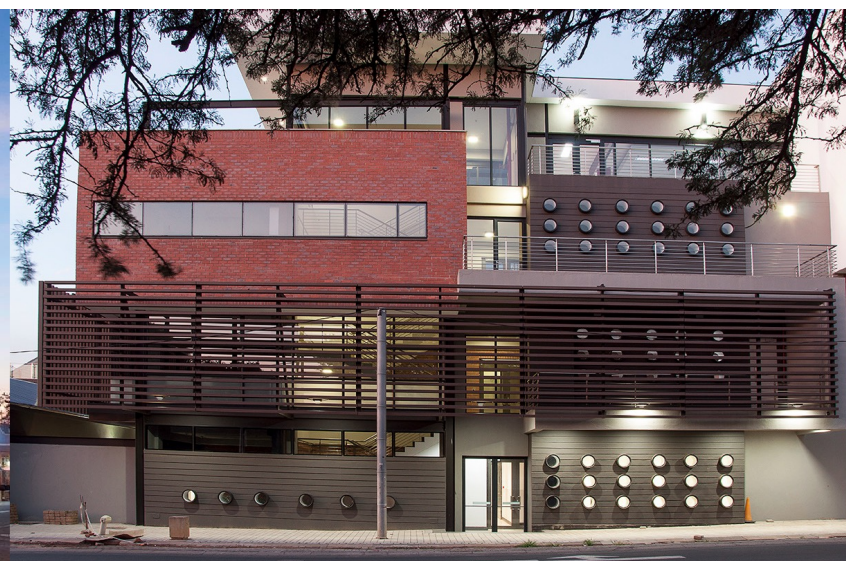
Sub-inflation increase on Government Grant

Challenging Fundraising Climate

No tax incentives for funders

Limited resources to meet artists' needs

Economic Climate (limited disposable income)



# 2023/24 APP: INTERNAL ENVIRONMENT ANALYSIS

Linking Expenditure to Strategic Outcomes:

*In the 2023/24 financial year 63% of the available budget R68,546,000, will be utilised for to ensure that MTF's strategic objectives are achieved these include the following:*

Expenses		Budget 2023/24	% of Total	Budget 2024/25	Budget 2025/26
	Objective	R'000	Budget	R'000	R'000
<b>Programme 1: Administration</b>	<b>1</b>	<b>22,204</b>	<b>31%</b>	<b>22,653</b>	<b>23,227</b>
To support and strengthen the MTF's leadership and management delivery capacity. Corporate support services that ensure the achievement of the MTF's strategic objective					
<b>Programme 2&amp;3: Public engagement</b>	<b>2</b>	<b>43,040</b>	<b>63%</b>	<b>45,204</b>	<b>46,489</b>
<b>Performance Art and Photography Services</b>					
To identify, develop, host and produce performing arts productions to progressively advance the cultural wellbeing of all South Africans.		27,392	41%	29,346	30,340
To identify, develop and produce new photography programmes to progressively advance the cultural wellbeing of all South Africans.					
<b>Training and Development Services</b>	<b>3</b>				
To identify, develop and contract individuals (with particular focus on youth and women) so as to increase the number of professionals (theatre directors, actors, designers, technical personnel, etc) within South Africa.		1,478	2%	1,344	1,526
To train and develop interns, students and community theatre practitioners.		4,960	7%	5,101	4,837
To empower students, individual participants in photography.		9,210	14%	9,413	9,786
<b>Programme 4: Business development</b>	<b>4</b>	<b>4,158</b>	<b>6%</b>	<b>4,382</b>	<b>4,432</b>
To promote the activities of the MTF in order to grow and enhance the brand of the MTF within South Africa		2,883	4%	2,890	3,061
To obtain sufficient funding from donors to support the projects and operations of the MTF.		1,275	2%	1,492	1,371
<b>Total expense budget</b>		<b>68,546</b>	<b>100%</b>	<b>72,239</b>	<b>74,148</b>

# 2023/24 APP: MEASURING OUR PERFORMANCE

## Programme 1: Administration

Outcome	Institutional Management: Provide leadership and corporate support services
Purpose	Tangible leadership, supported by professional communication, fair legal opinion and internal controls and underpinned by good cooperate governance
Link to National Outcomes	Improved leadership, governance and accountability
This goal is premised on the provision of corporate services that support the service delivery mandate of the MTF.	

### Explanation of planned performance over the medium-term period:

**Competency development** is a crucial driving force for increasing **employee effectiveness** and employability in the industry.

The MTF therefore undertakes initiatives that will stimulate competency development as well as **creating a conducive environment for optimal performance**. This will be achieved through a combination of signed job profiles, performance management system and training initiatives as required.

In order to **comply with our regulatory reporting requirements**; the MTF will continue to strive to **maintain strong leadership in its executive management and continue to develop excellence within its management and staff at all levels**.

The MTF should have a competent, motivated, and client-centred **work force which is representative of** the Provincial and city's demography and in line with its **EE targets**.



# 2023/24 APP: MEASURING OUR PERFORMANCE

## Programme 2: Public Engagement

Outcome	Public Engagement: Promote Arts and Culture in South Africa and mainstream its role in social development
Purpose	Tangible leadership, supported by professional communication, fair legal opinion and internal controls and underpinned by good cooperate governance
Link to National Outcomes	Improved leadership, governance and accountability
This goal is premised on the provision of corporate services that support the service delivery mandate of the MTF.	

### Explanation of planned performance over the medium-term period:

As a cultural institution contributing to Government's planned outcome of *promoting social cohesion and providing opportunities, inclusion and redress*; this performance indicator falls squarely within the MTF's core mandate.

Through this, the *MTF* continues to *promote access to cultural facilities, participation in arts, culture and heritage programmes* through the development and presentation of performance and visual content.



# 2023/24 APP: MEASURING OUR PERFORMANCE

## Programme 3: Training and Development Services

<b>Outcome 3</b>	<b>Training and Development: Create employment opportunities and economic livelihoods for the next generation of art practitioners</b>
<b>Purpose</b>	To provide a training platform for arts management, artists, photographers and technicians to develop and perfect their skills.
<b>Link to National Outcomes</b>	<ul style="list-style-type: none"> <li>• Expanded access to PSET opportunities</li> <li>• Equal opportunities, inclusion and redress</li> <li>• Investing in accelerated inclusive growth</li> <li>• More decent jobs created and sustained, with youth, women and persons with disabilities prioritized</li> </ul>
The implementation of training and skills development programmes is crucial for building a professional sector and contributing to a skilled workforce.	

### Explanation of planned performance over the medium-term period:

The MTF is a **vertically integrated** entity that **caters for an artist's life cycle**:

- \* From arts appreciation and introductory programmes offered by the WAC for 7 – 18-year-olds
- \* To post school training, development, and mentorship for 18 – 35-year-olds at the MTL and MPW
- \* And professional practice opportunities offered by the Market Theatre

As such, our programmes encompass development, inclusivity, and outreach. Participants are given opportunities to develop and showcase their skills through workshops, training, mentorships and productions or exhibitions. The MPW is in the process of obtaining accreditation for their courses.



# 2023/24 APP: MEASURING OUR PERFORMANCE

## Programme 4: Institutional Advancement

Outcome 4	<b>Business Development: Promote and sustain the visual and performing arts within South Africa through mutually beneficial partnerships.</b>
Purpose	To sustain and grow stakeholder confidence in the Market Theatre Foundation within South Africa.
Link to National Outcomes	<ul style="list-style-type: none"> <li>• More decent jobs created and sustained, with youth, women and persons with disabilities prioritised</li> <li>• Investing in accelerated inclusive growth</li> <li>• Increased ownership and participation by historically disadvantaged individuals</li> <li>• Equal opportunities, inclusion and redress</li> <li>• Promoting social cohesion through increased interaction across space and class</li> </ul>
The MTF's sustainability is dependent on our ability to attract new audiences, raise funds for the artistic programmes and forge strategic partnerships for the benefit of the institution.	

### Explanation of planned performance over the medium-term period:

The MTF is *home to four very strong brands*, having played an important role during the apartheid era and *promoting diversity and inclusivity*. At times, this history dominates over our current work – which is equally compelling, challenging, and exciting.

We aim to *continue being a leader in artistic expression in Gauteng and the country*. To this end, we strive to *be accessible* and that is *achieved through various publicity, marketing and stakeholder engagement strategies* which are measured in the indicators below.



# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

Strategic Objective 1:		Administration									
Outcome		Outputs	Output Indicators	Audited Performance			Baseline Year	Uaudited	Targets		
				2019/20	2020/21	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
1.1	Strategic direction and leadership to the MTF	Strengthened leadership and management delivery capacity	Compliance with regulatory reporting requirements	Reports Submitted in line with DSAC schedule	Reports Submitted in line with DSAC schedule	Reports Submitted in line with DSAC schedule	Reports submitted in line with DSAC schedule	Reports submitted in line with DSAC schedule	Reports submitted in line with DSAC schedule	Reports submitted in line with DSAC schedule	Reports submitted in line with DSAC schedule
			Percentage of total positions filled ( <i>state current vacancy in number in order to have a denominator to calculate the specific %</i> )	95%	92% (5 vacant of 61)	85% (11 vacant of 61)	90%	90%	90%	90%	90%
			Number of skills programmes undertaken by staff	11	15	10	10	10	10	10	10
1.2	Provide corporate support services	Compliance with applicable legislation, regulations, practice notes, government circulars and internal policies	Achieve an unqualified audit opinion	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain
			Annual review of Risk Management Strategy conducted and implemented	Review and implement	Review and implement	Review and implement	Review and implement	Review and implement	Review and implement	Review and implement	Review and implement
			Internal control environment maintained	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain	Maintain

# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

Programme 2: Performing Arts and Photography Professional Services											
Objective 2:		Development, Preservation and Promotion of Arts, Culture and Heritage within South Africa									
Outcome	Outputs	Outputs Indicators	Audited Performance			Baseline Year	Targets				
			2019/20	2020/21	2021/22	2022/23	Uaudited	Targets			
							2022/23	2023/24	2024/25	2025/26	
2.1	Increased access to and participation in arts, culture and heritage programmes and facilities	To identify, develop, host and produce performing arts productions to progressively advance the cultural wellbeing of all South Africans	Number of productions staged ( <i>Output indicator, dependent on funding</i> )	40	23	31	20	36	20	20	20
			Number of audiences attending shows ( <i>Output indicator but not controllable by the MTF</i> )	49 768	44 890	18 809	65 000	66964	70 000	70 000	70 000
2.2		To identify, develop and produce new photography programmes to progressively advance the cultural wellbeing of all South Africans	Number of exhibitions held ( <i>Output indicator, dependent on funding</i> )	5	8	13	8	20	8	8	8
			Number of public programmes (other than exhibitions) convened	16	26	20	5	21	5	5	5
			Number of photographers, curators showcased	69	183	104	22	208	22	22	22
			Number of visitors to public programmes ( <i>Dependent on funding</i> )	1 956	6 682	1 528	1 000	1912	1 000	1 000	1 000
			Number of publications produced	3	2	5	1	1	1	1	1



# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

PROGRAMME 3: Training and Development Services											
		Artistic Skills Development									
Outcome		Outputs	Outputs Indicators	Audited Performance			Baseline Year	Unaudited	Targets		
				2019/20	2020/21	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26
3.1	Creation of economic and employment opportunities for the next generation of arts practitioners while developing their skills	To identify, develop and contract individuals (with particular focus on youth and women) so as to increase the number of professionals (theatre directors, actors, designers, technical personnel, etc.) within South Africa	Number of directors, writers, designers and technical personnel identified for development and/or empowerment on a specific arts skill through mentorship that culminates in a production. <i>(Outcome indicator but not controllable by the MTF due to the dependency on donor funding)</i>	5	6	24	4	4	4	4	4
			Number of directors, writers, actors, designers and technical personnel employed in a production with a particular focus on youth (under 35) and women for development and/or empowerment <i>(Outcome indicator but not controllable by the MTF due to the dependency on donor funding)</i>	153	63	157	80	203	80	80	80

# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

3.2	Implementation of training and development programmes contributing towards a transformed, capable and professional sector.	To train and develop interns, students and community theatre practitioners	<b>Market Laboratory:</b> Number of students registered for the theatre and performance course at first year level	20	20	20	20	20	20	20	20
			Number of students that have completed the theatre and performance course at first year level <i>(Outcome indicator but not controllable by the MTF)</i>	19	18	18	20	20	20	20	20
			Number of students registered for the theatre and performance course at second year level (8 months) <i>(Outcome indicator but not controllable by the MTF)</i>	15	18	18	14	14	14	14	14
			Number of students that have completed the theatre and performance course at second year level (8 months) <i>(Outcome indicator but not controllable by the MTF)</i>	14	14	18	12	12	12	12	12
			Number of festivals organised <i>(Outcome indicator but not controllable by the MTF)</i>	1	0	1	1	1	1	1	1
			Number of participants at the festivals	52	0	17	40	43	40	40	40
			Number of audiences attending the festivals	457	0	148	1550	1979	1 650	1 650	1 650

# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

Outcome		Outputs	Outputs Indicators	Audited Performance			Baseline Year	Anaudited	Targets			
				2019/20	2020/21	2021/22	2022/23	2022/23	2023/24	2024/25	2025/26	
3.3	Implementation of training and development programmes contributing towards a transformed, capable and professional sector.	To empower students, individual participants in photograph	<b>Market Photo Workshop:</b> Number of short courses presented <i>(Dependent on funding):</i>									
			Foundation	4	2	4	4	4	4	4	4	
			Intermediate	2	1	2	2	2	2	2	2	
			Number of year- courses presented <i>(Dependent on funding):</i>									
			Advanced Programme in Photography	1	1	1	1	1	1	1	1	
			Photojournalism and Documentary Photography programme	1	1	1	1	1	1	1	1	
			Number of individuals that have registered structured training initiatives mentioned above <i>(output indicator but not controllable by the MTF)</i>	93	51	96	96	106	96	96	96	
			Percentage of individuals that have successfully completed the various training initiatives mentioned above <i>(Quality indicator but not controllable by the MTF)</i>	73%	91%	100%	75%	89%	75%	75%	75%	
			Number of mentorship and fellowships programmes completed <i>(Dependent on funding)</i>	2	4	6	3	6	3	3	3	

# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

Outcome		Output	Performance Indicators	Audited Performance			Baseline Year	Unaudited	Targets		
				2019/20	2020/21	2022/22	2022/23		2023/24	2024/25	2025/26
3.4	Building relevance to stakeholders and communities we operate in.	To develop the Windybrow Arts Centre as a vibrant platform for Pan-African cultural expression and experiences	Number of adult (19 years and above) members enrolled at the Pan-African Reading Rooms	N/A	406	83	40	48	45	50	50
			Number of children (7 to 18 years) members enrolled at the Pan-African Reading Rooms	N/A	5	84	50	176	70	100	100
			Number of productions presented / produced by the Windybrow Arts Centre	N/A	2	5	4	12	4	4	4
			Number of audiences at shows	N/A	2 170	1 100	600	1110	800	1000	1000
			Number of public programmes	N/A	8	6	4	28	4	4	4
			Number of participants of public programmes	N/A	244 094	116	140	288	150	200	200

# 2023/24 APP: Outcomes, Outputs, Performance Indicators and Targets

## Programme 4: Institutional Advancement

Objective 4:		Stakeholder Management and Awareness									
Outcome		Output	Output Indicators	Audited Performance			Baseline Year 2021/22	Unaudited	Targets		
				2019/20	2020/21	2021/22	2021/22	2021/22	2022/23	2023/24	2024/25
4.1	Grow the business of the MTF and attract new audiences.	Promote the activities of the MTF in order to grow and enhance the brand of the MTF within South Africa	Number of stakeholder newsletters distributed annually	48	53	48	48	47	48	48	48
			Publicity value achieved annually	R16,1mil	R22,7mil	R37,6 mil	R8 300	44,504.93	R8 600	R9 000	R9 000
			Number of total stakeholders registered on the database (emails or cell phone numbers) <i>(Output indicator but not controllable by the MTF)</i>	7 567	7 627	9 233	8 500	10165	9 000	9 500	9 500
4.2	Sustain and grow stakeholder confidence to raise sufficient income to support MTF's programmes	Obtain sufficient funding from donors to support the projects and operations of the MTF	Number of funding proposals submitted to Donors	50	50	51	50	58	50	50	50
			Amount of actual funding secured, excluding DSAC <i>(Output indicator but not controllable by the MTF)</i>	R11,9mil	R5,8mil	R10,04 mil	10 mil	14,142.20	R13 mil	R14,5 mil	R16 mil



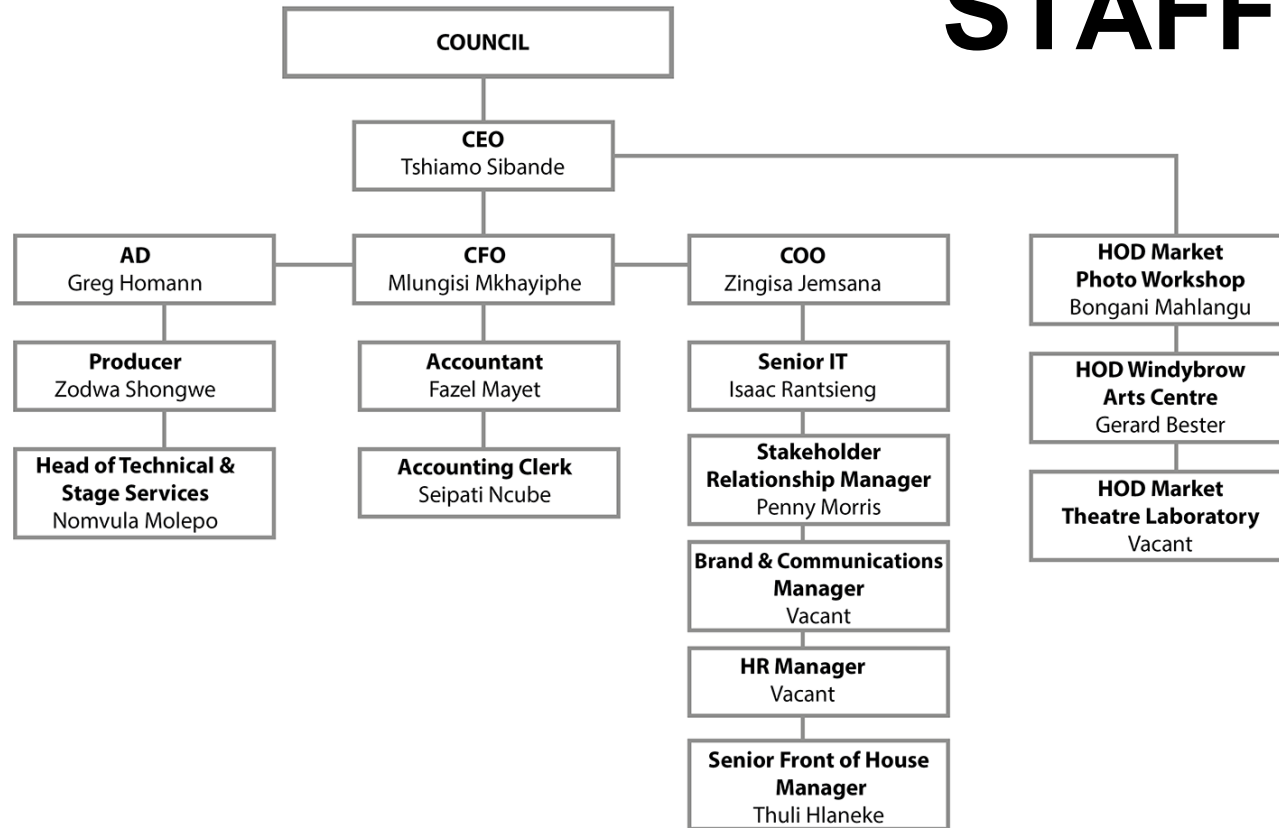
## 2023/24 APP: Capital Works Projects

Between 2010 and 2021 the MTF benefitted from generous allocations of capital funding from the DSAC.

The allocation of more than R100 million has been utilised for:

- \*the renovation of the John Kani Theatre,
- \*construction of new Mannie Manim Theatre,
- \*renovation of the Windybrow heritage house
- \*purchase and renovation of new premises, Market Square which accommodates Corporate Services, Producing offices, Market Laboratory and Market Photo Workshop.
- \*Generators were installed at the Theatre and Market Square buildings
- \*The upgrading of Theatre Lights to LED lights was completed in the 2021/22 financial year at a cost of R17 million.
- \*The Barney Simon Theatre renovations have begun with an estimated completion of Sept 2023
- \*The Windybrow Arts Centre Theatre renovations have stalled for a second year

# STAFFING



LEVEL	No. APPROVED POSITIONS	VACANCIES
Managers	11	0
Administration & Technical Staff	46	5
Other Staff	4	0

# COUNCIL 2021 - 2023

<b><u>Name of member</u></b>	<b><u>Gender</u></b>	<b><u>Race</u></b>
P Molefe (Council Chairperson)	Male	African
M Grootboom	Male	African
A Makhwanya	Female	African
M Mokoea	Female	African
M Mbothwe	Male	African
A le Roux	Male	Coloured
Z Nkosi	Female	African
D Tambo	Male	African
N Mosala	Female	African
L. Moche	Female	African
A Vikilahle	Female	African





# AUDIT AND RISK COMMITTEE

## MEMBER

S Gounden

R Rajcoomer

M Mavumengwana

A Vikilahle

Z Nkosi

## GENDER

Male

Male

Male

Female

Female

## RACE

Indian

Indian

African

African

African



# DONORS

## THANK YOU TO:

- Augment Agency,
- Barloworld Empowerment Fund,
- Barney Simon Trust,
- Bloomberg Philanthropies,
- Crossroads Inc,
- Department of Sports, Arts & Culture,
- Embassy of the United States of America,
- Eyesizwe Mining Development Trust,
- French Institute of South Africa,
- Goethe Institute,
- Lucha Lunaka,
- Mark Turpin,
- Ecole Nationale Superieure Photographies,
- Oxfam,
- Megan Hart,
- National Arts Festival,
- National Institute for the Humanities & Social Sciences,
- Open Society Foundation for South Africa,
- Professor Zanele Muholi,
- South African Chapter – International Association of Women Judges,
- Theater Der Welt,
- Tierney Family Foundation,
- Tshedza Pictures,
- Wizer Institute,
- Zikkizimba Production
- BASA,
- US Consolate,





**THANK YOU**