

**THE MANDELA BAY THEATRE (“MBTC”)
COMPLEX
ANNUAL PERFORMANCE PLAN
FINANICAL YEAR: 2022/23**

**THE MANDELA BAY THEATRE COMPLEX IS AN AGENCY
OF THE DEPARTMENT OF SPORTS, ART AND CULTURE**

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OFFICE OF THE CHIEF EXECUTIVE OFFICER

Mr Monde Ngonyama

The Mandela Bay Theatre ("MBTC") Complex

Corner of John Kani Road and Winston Ntshona Road

6001

Gqeberha

South Africa.

ABBREVIATIONS AND ACRONYMS

| | |
|---------------|---|
| 4IR | 4 th Industrial Revolution |
| ACH | Arts, Culture and Heritage |
| AD | Artistic Director |
| AGSA | Auditor-General South Africa |
| APP | Annual Performance Plan |
| Avg. | Average |
| B-BBEE | Broad-Based Black Economic Empowerment |
| CCI | Cultural and Creative Industry |
| CEO | Chief Executive Officer |
| CFO | Chief Financial Officer |
| DSAC | Department of Sports, Art and Culture |
| DSRAC | Department of Sport, Recreation, Arts and Culture (Eastern Cape Province) |
| DPME | Department of Planning, Monitoring and Evaluation |
| Exco | Executive Committee |
| ERRP | The South African Economic Reconstruction and Recovery Plan |
| AFC | Audit and Finance Committee |
| FET | Further Education and Training |
| GDP | Gross Domestic Product |
| GEP | Global Economic Prospects |
| GRAP | Generally Recognised Accounting Practice |
| HDI | Historically Disadvantaged Individual |
| HR | Human Resources |
| ICT | Information and Communication Technology |
| IMF | International Monetary Fund |
| MoA/U | Memorandum of Agreement/Understanding |
| MEC | Member of the Executive Committee |
| MTBPS | The Medium-Term Budget Policy Statement (MTBS) 2020 |
| MTEF | Medium-Term Expenditure Framework |
| MTSF | Medium Term Strategic Framework |
| MBTC | Mandela Bay Theatre Complex |
| NDP | National Development Plan |

| | |
|----------------|--|
| NMBM | Nelson Mandela Bay Municipality |
| PAIA | Promotion of Access to Information Act |
| PFMA | Public Finance Management Act |
| PPP | Public-Private Partnership |
| PwD(s) | People With Disability/ies |
| Q | Quarter |
| RFSPAPP | Revised Framework for Strategic Plans and Annual Performance Plans |
| SA | South Africa |
| SAQA | South African Qualifications Authority |
| SCM | Supply Chain Management |
| SDG | Sustainable Development Goal |
| SETA | Sector Education Training Authority |
| SMART | Specific, Measurable, Achievable, Realistic and Time bound |
| SMME | Small, Medium and Micro Enterprise |
| SOE | State-Owned Enterprise |
| SOPA | State of the Province Address |
| SP | Strategic Plan |
| TVET | Technical and Vocational Education and Training |
| UN | United Nations |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| VR | Virtual Reality |

THE ACCOUNTING AUTHORITY'S STATEMENT

It gives me pleasure to introduce the Mandela Bay Theatre Complex's (MBTC) 2022/23 Annual Performance Plan.

The Mandela Bay Theatre Complex (MBTC) is a schedule 3A public entity accountable to the Executive Authority, the Minister of Sport, Art and Culture (DSAC), and Parliament in terms of financial, and performance management as required by legislation. As an Accounting Authority, the Council has fiduciary responsibilities towards the institution, which includes the development of a five-year strategic plan that is aligned with the five-year Medium Terms Strategic Framework (MTSF).

The Mandela Bay Theatre complex is mandated to serve the performing arts sector of the Eastern Cape. This mandate positions the MBTC as a key enabler in advancing the production of historical play, cutting edge socio-political story – telling and innovative dance promised on and influenced by traditional Xhosa and Khoi heritage, repurposing and reversion the musical treasure that the Eastern Cape houses.

Development of this APP was based on the Strategic Plan for 2022/23 – 2024/25 that was crafted in with the mandate, current local and national Government priorities and various policies that impact on the MBTC's activities. As Government responds to the call to save lives whilst trying to find means to boost the economy following the undesirable and significant impact of Covid 19, the MBTC had to need the call and tailor the plan that was adopted for the current financial year. This APP therefore responds to current challenges within the industry in the region whilst it continues to prioritise the value to be derived from its activities in the arts space.

As sustainability of the MBTC remains a concern, this plan also seeks to ensure that the MBTC continues to seek alternative revenue streams for ensuring partial financial sustainability. I am confident that implementation of programmes as articulated in this plan will not only primary stakeholders but will further advance Governments Priority of creating a better Africa as well as contribute to the achievement of MBTC's desired impact.

We are dedicated and remain committed to the country's transformation of its arts and culture and the pursuit of artistic development as a tool for economic development and cultural progression and have as such continued to play a pivotal role in bringing together the arts community of the Eastern Cape and South Africa in general.

Development of this Annual Performance Plan and accompanying five-year Strategic Plan has been guided by the government's imperative for the 06th administration and the National Treasury Framework for Strategic Plans and Annual Performance Plans and takes into consideration provisions of both the Public Finance Management Act (Act 1 of 1999 as amended) and the Revised White Paper for Arts, Culture and Heritage (2018). MBTC has aligned its legislative mandate to the Department of Sport, Arts and Culture (DSAC), Department of Sport Recreation Arts and Culture (DSRAC) and Nelson Mandela Bay Municipality (NMBM) drivers, outcomes and or outputs. Accordingly, MBTC's strategic goals have been formulated to espouse those of DSAC, DSRAC and NMBM which aim to develop and promote arts, culture and heritage in South Africa and mainstream its role in social and economic development.

This Annual Performance Plan (APP) and the Strategic Plan (SP) are aligned to the government's Programme of Action (PoA) through our objectives which aim to support job creation, create a skilled workforce, build an empowered, fair and inclusive citizenship and to build an effective, efficient and responsive Public Service. The plan also focuses on infrastructure development through our various Capital Works Programmes which include upgrading, moderation and maintenance of our Theatre Complex and subsidiary institutions situated at the heart of the Nelson Mandela Bay. Through the Strategic Goals and Objectives set out in this plan, we aim to support the governments imperative of social cohesion across South Africa and especially in the performing arts sector.

Development of this APP was based on the Strategic Plan for 2022/23 – 2024/25 that was crafted in with the Mandate, current local and national Government priorities and various policies that impact on the MBTC's activities. As Government responds to the call to save lives whilst trying to find means to boost the economy following the undesirable impact of Covid 19, the MBTC had to need the call and tailor the plan that was adopted for the current financial year.

The Annual Performance Plan was developed in the context of a concerning local and global economic outlook. The Board had to take a long-term view of directing a public entity and the imperative to ensure the sustainability of the MBTC, beyond our term of office and the desire to remain a well-performing cultural institution. In support of the National Development Plan and the Strategic Performance Plan, the Annual Performance Plan reflects the MBTC's contribution to the Medium-Term Strategic Framework (MTSF) 2020-2025 priorities of:

Primary Contribution:

- 1) **Priority 1:** Social cohesion and safe communities;

Secondary Contributions:

- 2) **Priority 2:** Economic transformation and job creation;
- 3) **Priority 3:** Education, skills and health;
- 4) **Priority 4:** A capable, ethical and developmental State.

Informed by the legislation provided for by the Cultural Institutions Act, No. 119 of 1998, the Board has identified four (4) outcomes for the 2023-2028 planning period:

- 1) **Outcome 1:** Increased Visibility, Accessibility and Relevance of Theatre Productions;
- 2) **Outcome 2:** Increased Participation of Historically Disadvantaged Groups in the Theatrical and Arts Sector;
- 3) **Outcome 3:** Improved Financial Sustainability; and
- 4) **Outcome 4:** A Compliant and Responsive Organisation.

The intended impact of achieving the above outcomes is "increased awareness, knowledge and appreciation for the arts, culture and heritage of South Africa through accessible, relevant and sustainable theatres".

This Strategy seeks to ensure that the Mandela Bay Theatre Complex continues to play a strategic role towards implementation of Government policies, priorities and programmes such as the NDP, and sector policies.

The NDP calls for government to achieve certain milestones by 2030 in bettering the lives of all South Africans. This is a national call to action for all South Africans across all sectors. We believe that theatres will make a contribution through the social cohesion programme, employment practices, procurement spend on Black-owned business, producing research output that contributes to national and international issues, partnering with stakeholders across the scope of our operations, and ensuring that our theatres are world-class, with relevant and accessible productions.

The Board has also considered the Revised White Paper and the opportunities presented by the structural reconfiguration of the entities to date and those envisaged in future. We trust that this process will conclude in the short-term as the Arts, Culture and Heritage Sector needs to operate within a stable policy environment in going forward.

Through implementation of this strategy, the Mandela Bay Theatre Complex shall respond to its mandate, key national policy objectives and regional developments whilst at the same time improving

service delivery and value add to customers. The desired impact will be achieved through steadfastly upholding its mission 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 SA 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.

As the Board of the MMBTC, we fully endorse this plan as the guiding document for the work and focus of the MBTC for the year 2022/23 and assure the Minister, as the Executive Authority, of our commitment to oversee the delivery of the commitments outlined in the Annual Performance Plan.

I therefore endorse the 2022/23 APP as a vehicle to guide for implementation of 2022/23-2024/25 Strategic Plan.



Mr Jack R Bhana

Chairperson: Board of Directors

The Mandela Bay Theatre ("MBTC") Complex

10 March 2022

THE ACCOUNTING OFFICER'S STATEMENT

This annual performance plan is presented in compliance with the Cultural Institutions Act 1998 (Act No. 119 of 1998 as amended) and the Public Finance Management Act (Act 1 of 1999) (PFMA), as amended. It has been developed in response to predominant trends and risks identified throughout the strategic planning process, impelling the MBTC to pay attention to its priorities:

This APP therefore responds to current challenges within the industry in the region whilst it continues to prioritise the value to be derived from its activities in the arts space.

As sustainability of the MBTC remains a concern, this plan also seeks to ensure that the MBTC continues to seek alternative revenue streams for ensuring partial financial sustainability. I am confident that implementation of programmes as articulated in this plan will not only primary stakeholders but will further advance Governments Priority of creating a better Africa as well as contribute to the achievement of MBTC's desired impact.

As we move forward, the MBTC Board, Management and staff will focus on their strategic objectives for the 2022/23 financial year:

- Making the performing arts accessible to the general public and ensuring that productions and a time reflection of the cultural diversity of South Africa;
- Ensure a diverse and inclusive arts and theatre programme;
- Improve and extend our infrastructure and facilities;
- Making the Mandela Bay Theatre Complex accessible to the general public;
- Ensure the services of the MBTC are executed by a competent and motivated workforce';
- Continually strive for effective and sustainable operations and governance;
- Encouraging indigenous art and creativity;
- Enhance the MBTC brand to be an attractive venue of choice;
- Conceptualise and deliver a diverse range of educational and training programmes;
- Leverage technology to improve access and the utilisation of our infrastructure;
- Promoting, presenting, co-presenting, investing and sponsorship or entering into a partnership;
- Facilitating manufacturing services for décor and costumes to enable arts practitioners to stage their productions;
- Promoting the appreciation understanding and enjoyment of the performing arts among the general public.

A key principle that guided the compilation of this annual performance plan was a transversal approach to implementing the MBTC mandate in a more integrated and holistic manner, which on the ground translates into working across operational programmes to mobilise mandate priorities.

In the medium-term, the MBTC will continue to drive programmes aimed at creating economic opportunities for previously disadvantaged groups. The focus on reforming policies that hinder transformation will also continue to receive priority. In recognition of a drive to professionalise, the MBTC will collaborate to support this initiative by the DSAC and lastly, the MBTC will collaborate with various sectors to professionalise and address underlying issues such as poor workmanship, construction mafias and corruption.

The strength of our outcomes can only be as strong as the foundation we place under it. That is why we recognise organisational excellence as a prime enabler of our success. In the medium-term the MBTC will continue to review its organisational structure and business processes to ensure a fit-for purpose organisation. The value of hindsight cannot be underrated to utilise the learnings, shortcomings

and successes of the past in order to propel the organisation forward towards its vision. Hence a long-term-year review of the MBTC is in the pipeline.

I would like to place on record my appreciation to the Ministry and the Department of Sport, Arts and Culture for the ongoing support and guidance provided to the MBTC. I wish to thank the MBTC Board for its collective foresight in guiding the organisation successfully. My gratitude extends to the Theatrical Environment sector for the strengthened collaboration we witnessed in the recent past through the work of the transformation collaboration committees to address the all-important mandate of transformation of the sector.

I would also like to express my appreciation to the MBTC staff who participated in developing this Annual Performance Plan.



Mr Monde Ngonyama

Chief Executive Officer

The Mandela Bay Theatre ("MBTC") Complex

10 March 2022

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan of the Mandela Bay Theatre Complex for the period 2022/23:

- Was developed by the management of the Mandela Bay Theatre Complex under the guidance of the MBTC Board of Directors.
- Considers the relevant policies, legislation and other mandates for which MBTC is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which is to be achieved over the 2022/23 period.



10 March 2022

Mrs Charne Peters

Date

Operations Senior Manager



10 March 2022

Mr Amit Raj

Date

Chief Financial Officer



10 March 2022

Mr Monde Ngonyama

Date

Chief Executive Officer

APPROVED BY:



10 March 2022

Mr Jack R Bhana

Date

Chairperson: Board of Directors

Mr N Mthethwa, MP

Date

Minister of Sports, Art and Culture

PART A: OUR MANDATE

1. Constitutional Mandate

The MBTC operates under a legislative and constitutional mandate. In terms of section 195 of the Constitution of the Republic Act 108 of 1996, Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- a) A high standard of professional ethics must be promoted and maintained.
- b) Efficient, economic and effective use of resources must be promoted.
- c) Public administration must be development-oriented.
- d) Services must be provided impartially, fairly, equitably and without bias.
- e) People's needs must be responded to, and the public must be encouraged to participate in policy-making.
- f) Public administration must be accountable

We are declared through a Government Gazette as the Mandela Bay Theatre Complex, MBTC, since 04 June 2021. Mandela Bay Theatre Complex shall be shorty known as Mandela Bay Theatre. The Mandela Bay Theatre is governed by the Board of Directors which is appointed by the Minister for Sport, Arts and Culture. The property from which the MBTC operates belongs to the government.

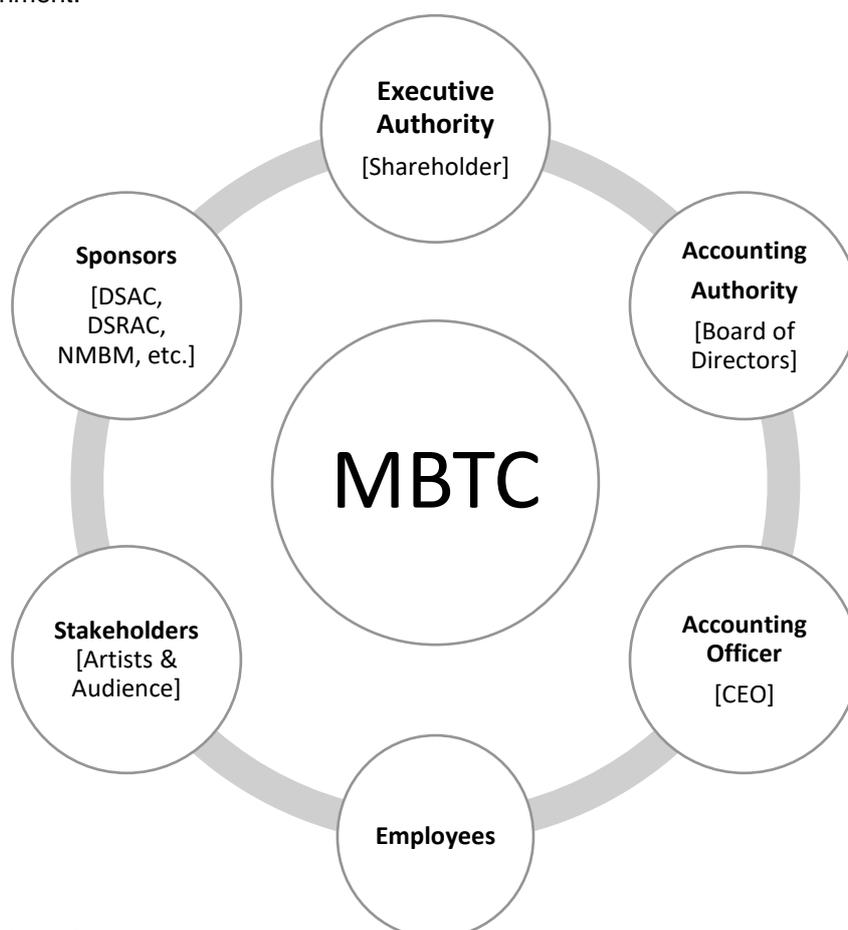


Table 1: MBTC Stakeholders

The intention of the Mandela Bay Theatre is to ensure inclusivity, transparency and accessibility aimed at appeasing and involving all parties with interest in both the sustainability of the institution and benefiting and supporting its programmes.

This shall be attained through Collaborative Governance Strategy that will see the Board of Directors regularly consulting with the Shareholder that is the DSAC, Senior Management Team, General Employees, Stakeholders who largely include Artists, Audiences and service providers and lastly Sponsors that include but not limited to DSAC, DSRAC and NMBM. Despite all such consultations, inclusivity, and openness the Board of Directors shall not waiver from its Legislative mandate bestowed onto it by Cultural Institutions Act and Public Finance Management Act. The Board of Directors remains the ultimately Accounting Authority.

The mandate of The MBTC is to better serve the performing arts sector of the Eastern Cape.

1. RELEVANT LEGISLATIVE AND POLICY MANDATES

The Mandela Bay Theatre Complex (MBTC), gazetted as a cultural Institution in terms of the Cultural Institutions Act 1998 (Act No. 119 of 1998 as amended) in 2021 and was declared as a Schedule 3A public entity. In terms of Section 8 of the Act, the primary objects of the MBTC, through a Board appointed by the Minister of Sport, Arts and Culture, are:

- 1) to formulate policy (for the MBTC);
- 2) to hold, preserve and safeguard all movable and immovable property of whatever kind placed in the care of or loaned or belonging to the declared institution concerned;
- 3) to receive, hold, preserve and safeguard all specimens, collections or other movable property placed under its care and management under section 10(1);
- 4) to raise funds for the Institution;
- 5) to manage and control the moneys received by the declared institution, and to utilise those moneys for defraying expenses in connection with the performance of its functions;
- 6) to keep a proper record of the property of the declared institution, to submit to the Director-General any returns required by him or her in regard thereto, and to cause proper books of account to be kept; and
- 7) to determine, subject to the Act, and with the approval of the Minister, the objectives of the declared institution, and to generally carry out the objects of the declared institution.

In addition to this, the MBTC operates under various legal mandates, including amongst others:

- The Constitution of the Republic of South Africa
- The Treasury Regulations and Division of Revenue Act, 2010 (Act No. 1 of 2010)
- The Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- The Labour Relations Act, 1995 (Act No. 66 of 1995)
- The Occupational Health and Safety Act, 1993 (Act No. 59 of 1993)

The Board of Directors of the Mandela Bay Theatre Complex administers the above objectives through a Shareholder Compact, Board Charter and Terms of References for each of the Committees of the Board.

The MBTC is further regulated in terms of the Public Finance Management Act (No.1 of 1999) (PFMA), as amended, accountable to the Department of Sport, Arts and Culture (DSAC) and Parliament. Thus, all prescripts and regulations arising from the PFMA are applicable to our governance and operations.

It is appreciated that the MBTC must comply with all National and Provincial legislation and regulations, and all public and municipal by-laws applicable to its functions, or the areas in which it operates.

The following delegations of authority are implemented within the MBTC and were reviewed accordingly by the MBTC Board:

- i. Procurement
- ii. Financial
- iii. Legal and Contractual
- iv. Human Resource Management

The MBTC takes into consideration national policies and strategies which directly influence the implementation of its mandate. The following include, but are not limited to:

a) Revised Framework for Strategic Plans and Annual Performance Plans (RFSPAPP)

Chapter 2 of RFSPAPP provides guidance on alignment of institutional plans to the NDP, Medium Terms Strategic Framework (MTSF) and other short, medium and long-term government plans. The RFSPAPP outlines key concepts in the design and implementation of management systems to define, collect, report and use performance information in the public sector. The RFSPAPP emphasises that performance information is essential to focus the attention of the public and oversight bodies on whether public institutions are delivering value for money, by comparing their performance against budgets and service delivery plans and to alert managers to areas where corrective measures are required.

b) The National Development Plan (NDP)

The NDP calls for building a “capable state”. According to the National Planning Commission (NPC) the state is capable to the extent “that it has the capacity to formulate and implement policies that serve the national interest” (NPC, 2012).

The NDP identifies the need to improve efficiency of government expenditure, noting that the overall fiscal envelope is likely to grow relatively slowly over the medium-term, therefore creating an emphasis on the need to balance competing pressures. A core aspect of the NPC’s mandate involves providing evidence and research to support the optimal reallocation of scarce fiscal resources across the three spheres of government.

The NDP also sets out measures and objectives to increase employment and income, ensure skills development and broaden ownership to include historically disadvantaged groups. It intends to increase the quality of education, provide access to affordable, quality health care, and provide safe and affordable public transport. It further seeks to give security of household food, nutrition and housing, and to provide social protection for the poor and other groups in need, such as children and persons with disabilities. The plan also outlines steps towards the realisation of a developmental, capable and ethical state that treats citizens with dignity. In

terms of the principles of a developmental state, public administration must be governed by the democratic values and principles enshrined in the Constitution.

c) The Medium-Term Strategic Framework (MTSF) 2019-2024

The Covid-19 pandemic made it necessary to revise the MTSF 2019-2024 to account for the impact of Covid-19 and its subsequent budget reprioritisation. The Revised MTSF 2019-2024 also considered a number of other policy and planning instruments that were not yet complete in 2019.

These include the review reports of the National Development Plan (NDP), the Strategic Implementation Plan on the Fourth Industrial Revolution, the District Development Model and the Economic Reconstruction and Recovery Plan (ERRP). The Revised MTSF 2019-2024 will guide government's focus over the remaining three years of the administration.

The MTSF is government's strategic document that guides the five-year implementation and monitoring of the NDP 2030. It identifies the priorities of the MTSF planning period (2019 to 2024), which are to place the country on a positive trajectory towards the achievement of the 2030 vision.

The NPC's mandate requires it to provide research and evidence on the division of revenue between the three spheres of government to ensure that the allocation, reallocation and reprioritisation of resources is informed by these priorities.

The MTSF sets targets for implementation of priorities and interventions for the five-year period and states the Outcomes and Indicators to be monitored. The Seven Priorities for 2019-2024 derived from the Electoral Mandate and State of the Nation Address (SoNA) are as follows:

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

All of these priorities are important for the MBTC, tasked with providing evidence and research to inform fiscal policy and allocations in supporting these priorities.

d) The South African Economic Reconstruction and Recovery Plan (ERRP), 2020

The government has adopted the Economic Reconstruction and Recovery Plan (ERRP) that implores all role players, including public entities to contribute in assisting government to achieve the plans within the applicable legislative framework. The President announced a three-phased economic recovery response towards implementing an economic strategy to drive the recovery of our economy as the country emerges from the pandemic. Several sectors were identified as critical for the implementation of the ERRP.

The key concepts of the plan are:

- A drive for infrastructural investment in collaboration with the private sector to stimulate job creation

- Achieving energy security by opening up the electricity supply chain to independent power Producers • Digital push with broad-based spectrum auction progress and a commitment to improve the capacity of the “state”.
- A relaxation of the regulatory environment to enhance the ease of doing business and the associated drive to develop small business
- The introduction of e-visas to enhance tourists
- A scheme to employ young people to assist teachers in school learning The ERRP also identifies the following key enablers:
- Building a capable state
- Regulatory changes, a supportive policy environment and enabling conditions for ease of doing business
- Boosting education and skills development
- Resource mobilisation
- Social compacting
- Addressing racial, gender and geographical inequalities which hamper deeper economic growth and development

e) Women, Youth and Persons with Disabilities (PWDs)

Section 3.1.1 of the Framework on Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing states that, “Women’s participation, representation, voice and agency at all levels of society has improved since the inception of democracy. However, the prevalence of patriarchal norms, compounded by women’s economic and social exclusion, means that women remain subordinate and under-represented in many spheres of social life, including those related to decision-making at a political and governance level, as well as within important social institutions such as faith-based organisations. The country’s legislative framework and justice system continues to disadvantage most women, particularly those from vulnerable sectors. Women and girls continue to suffer from harmful practices and discrimination in relation to inheritance rights”.

The National Youth Policy 2015 – 2020 suggested measures include industrial policy interventions to improve labour absorption in the economy; work exposure measures to provide young people with opportunities to gain on-the-job experience; linking young jobseekers to employers; interventions to support entrepreneurship; facilitating access to opportunities, business training and markets for youth-owned companies and cooperatives and improved public employment schemes.

Inequality of opportunity will be reduced through the implementation of redress measures such as BBBEE and land reform, as well as through the radical economic transformation agenda driven by the government. The NDP prioritises the significant role of women, youth and people with disabilities in our society. The 2019-24 MTSF suggested that if these three groups are strong, our whole society will be strong.

f) District Development Model (DDM)

The DDM is the Cabinet approved approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment and impact, enabled by a joint planning, budgeting and implementation process. The DDM aims to improve the coherence and impact of government’s service delivery efforts. It adopts an integrated approach and dispels silos in the implementation of government programmes across the three tiers of government. The DDM will ensure that plans translate into implementable programmes that yield demonstrable results.

The DDM contributes to the achievement of the Seven Apex Priorities and gives us a clear line of sight, from national to provincial and district levels. It augments our planning, planning, monitoring and evaluation capabilities and will help to ensure that our interventions indeed improve government outcomes and have a significant impact on society.

The Medium-Term Budget Policy Statement (MTBPS) 2020

The MTBPS stipulates that fiscal revenue projections are sharply reduced as a consequence of slower than expected economic growth, necessitating a reduction in long-term annual growth estimates. At the same time, debt and debt-service costs have significantly increased (and are projected to increase further) while spending pressures – most notably led by state-owned companies in crisis and the public sector wage bill – continue to increase.

Against this context of severe fiscal constraints, the budgetary policy of government seeks to stabilise public finances and restore economic growth, while continuing to prioritise social grants, education and health into the future. This is going to require some reformative measures in the scale of economies, including reform of state-owned companies and cuts to the public sector wage bill, public institutions as well as tax measures, reforms and organisational efficiencies. Greater efficiency and impact in public spending will be critical to boosting economic growth, and this imperative will guide the NPC's work over the coming period.

2. INSTITUTIONAL STRATEGIC GOALS

| GOAL NO | INSTITUTIONAL STRATEGIC PROGRAMME | GOAL STATEMENT | DESCRIPTION |
|---------|-----------------------------------|---|--|
| 1 | Administration | To adhere and observe to letter all Laws, Regulations and Legislation within which our institution operates key amongst them being Revised 2018 White Paper for Arts and Culture and Heritage, the PFMA, the Cultural Institutions Act, Treasury Regulations and the LRA. | Ensure compliance with applicable Laws, Regulations and Legislation. |
| 2 | Administration | To augment State Funding by attracting commercial users for facilities, private sector partnership, international exchange and producing works that the audiences will be willing to pay for thus earning income to supplement operations of the institutions. | Accumulate income from commercial activities like yet not limited to Venue Rentals Ticket Sales, Co-production, Touring, Educational Programmes, Dance, Health Lifestyle Membership, Fundraising, and other paraphernalia. |
| 3 | Administration | To maintain our Historic Theatre facilities which are a base for our Artistic goals by ensuring they continue to exist for generations to come. | Guarantee assets durable functionality and sustainability. |
| 4 | Business Development | To acquire or commission from independent productions and produce internal productions which translates to excellently developed Performing Arts productions. | Present acquired and Performing Arts productions. |
| 5 | Business Development | To inherently align us with the Community Arts Centre and devise a coherent advocacy strategy thus creating a symbiotic relationship which will benefit the Creative Industries. | Impart administrative knowledge and artistically empowerment to Community Arts Centres while simultaneously advocating for performing arts to be part of the centre that contributes towards human and economic development. |
| 6 | Business Development | To promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy. | Build loyal audiences while growing and grooming new diverse consumers of theatre and our programmes. |
| 7 | Public Engagement | To offer developmental platforms for aspirant and emerging performing arts practitioners empowering them in Creative Skills, Business of Arts Skills, | Provide training and development to emerging performing artists and equally in-service those with long service in the industry. |

| GOAL NO | INSTITUTIONAL STRATEGIC PROGRAMME | GOAL STATEMENT | DESCRIPTION |
|---------|-----------------------------------|--|-------------|
| | | Digital Innovation Skills and Technical Skills thus ensuring they withstand the challenges of the industry and contribute meaningfully to the economy. | |

3. RELEVANT COURT RULINGS

At the time of developing this 2022/23 – 2024/25 Strategic Plans and Annual Performance Plan, there are no specific court rulings that have a significant, ongoing impact on the MBTC's operations or business obligations.

The Supreme Court of Appeal handed down a ruling declaring that the Preferential Procurement Regulations, 2017, issued in terms of section 5 of the Preferential Procurement Policy Framework Act (PPPFA) 2000 were invalid and set them aside. The Regulations stipulate a set of pre-qualification criteria before tenders can be assessed on price, functionality and other factors, including a tender being a stipulated broad based black economic empowerment (B-BBEE) status level of contributor and being a qualifying small enterprise, which is at least 51% owned by black people.

PART B: OUR STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

The MBTC's approach was to first review its Mission (Purpose = legislative mandate = reason for existence) and thereafter its Vision (what we target to achieve). Mission → Vision → gives rise to its Brand Promise on the overall outcome and impact that the MBTC commits to its customers and stakeholders. The MBTC's 'Values' deliver on its Brand Promise. Collectively, these make up the MBTC's "Core Ideology"

The MBTC executes its mandate, and seeks to achieve its vision and mission, in a complex environment, impacted by global, national and provincial events, which directly affect the pursuit of its desired impact and in delivering on its mandate.

4.1. Core Business

The Mandela Bay Theatre Complex is capable of addressing the following:

1. Host productions and functions in three venues and sub-venues.
2. Record and produce live audio and audio-visual music.
3. Produce performing arts productions like dance, drama, music, poetry and stand-up comedy.
4. Project manage festivals on all aspects of the performing arts.
5. Offer live recording facilities.

4.1.1 Professional Seasons

The Professional Seasons comprise the following:

- **Dance and Drama Performances** through acquisition (i.e.: application and identification) and commission (i.e.: internally produced from scratch).
- **Pantomime** (*part of Dance and Drama Performances*) through commission (i.e.: internally produced from scratch).
- **Live @ The Barn Music Concerts** through acquisition (i.e.: application and identification) and commission (i.e.: internally produced from scratch).
- **Ho'i na! Poetry Shows** through acquisition (i.e.: application and identification) and commission (i.e.: internally produced from scratch).

4.1.2 Festivals

Festivals comprise the following festivals spread throughout the year in accordance with the Financial Year:

- | | |
|------------------------------------|----------------------------------|
| a. Jazz Legacy Festival, | (May: Celebrate the Jazz legacy) |
| b. Night of Voices, | (July: Mandela Month) |
| c. Women In Arts Manyano, | (August: Women Month) |
| d. Dance Eastern Cape, | (September: Heritage Month) |
| e. Yiyo Performance Arts Festival, | (December: Reconciliation) |
| f. Iphulo Drama Festival, | (March: Human Rights Month) |

4.1.3 Education, Development and Advocacy

MBTC has an obligation to develop, train and nurture both future performing artists and audiences that appreciate and have affinity to performing arts. These shall be attained through our education and development arm the Stageworld Performing Arts School (SPAS).

4.1.3.1 The Education Programme

The Education Programme comprises of the following:

- i. Fulltime Dance and Theatre Courses
- ii. Short Courses in Business of Arts Administration
- iii. Short Courses in Music instruments
- iv. Performing Arts Industry Inservice Training

4.2 The Development Programmes

The Development Programmes are categorised into two components, namely: **Schools and Youth Component** as well as **Dance Health Lifestyle**.

The Schools and Youth Component comprises of the following:

- i. NCS Support Programmes (Setworks, Educator Support, etc.)
- ii. Uduho Schools Arts Festival
- iii. Children Theatre Classes

- iv. Provincial Community Arts Development Programme that culminates as the Eastern Cape Youth Arts Programme an insertion to Iphulo Drama Festival.

The Dance Health Lifestyle Component comprises the Dance Classes targeted to non-dancers who want to keep in shape and healthy.

4.3 Advocacy Programme

The Advocacy programme shall focus on supporting the initiatives of the creative industries. There shall be eight such initiatives that shall be supported in the year 2022/23. Those are:

- i. Imbadu Community Arts Centres Roundtable
- ii. Imbadu Performing Arts Education Roundtable
- iii. Ingoma Music Indaba
- iv. Performing Arts Resources Office

4.4 MBTC's Stakeholder Profile

The MBTC interacts with several stakeholders. The MBTC will continue to establish and maintain professional and strategic relationships with key stakeholders with the ultimate objective of promoting and sustaining the performing and visual arts within the region South Africa and the rest of the world.

The MBTC's external stakeholders may be categorised as follows:

- (a) Stakeholders to whom the MBTC is accountable with respect to its functions. These include the Department of Sport, Arts and Culture and Parliament;
- (b) Stakeholders with whom the MBTC has direct contact in the course of fulfilling its activities. These include:
 - Directors, actors, artists, technicians and designers (including craft) who participate in the production and presentation of the performing arts.
 - The students who attend and successfully complete the various training initiatives presented by the MBTC.
 - Sponsors, grantors and donors who partially fund some of the MBTC's activities.
 - MBTC employees as well as the recognised union.
- (c) Stakeholders who act as reputational agents in providing feedback on the standard and quality of work produced by the MBTC. These include local and international patrons who attend the staged productions as well as the media and academics providing their views on the productions staged.

The most accessible target markets are:

- Gqeberha's community
- Creating a platform for young emerging artists
- Community theatre groups
- Surrounding schools
- Tourists

4.5 Organisational Environment

The organisational environment of the MBTC has changed since being gazetted as a public entity being sponsored by the Department of Sports, Art and Culture. The MBTC will continue to review its strategic objectives and goals and this may provide opportunities to change the organisational structure in order for the Foundation to be better placed to deliver on its mandate.

A significant structural change was in 2021 with realigning the Mandela Bay Theatre Complex as a public Entity as a Department reporting directly to the Department of Sports, Art and Culture. This was necessitated by the need to align operational processes, and to re-align the business model to increase income generation and comply with the requirements of the Public Finance Management Act. The MBTC intends on providing qualified and competent theatre practitioners who are industry-ready and who will have future opportunities of working and presenting on a professional stage.

4.6 Communicating the Work of the MBTC

The MBTC strives to be an accessible institution and to ensure that the public remains informed about the MBTC and its activities. Intended stakeholder communication will take place All the activities of the MBTC can be accessed by the general public from the MBTC's website or its offices.

5. INSTITUTIONAL POLICIES AND STRATEGIES

| Relevant 2022/23-2027/28 Priorities | 2022/23-MBTC | Relevant Outcomes and Interventions | MBTC and | The MBTC's Aligned Outcomes and Interventions | The MBTC Alignment and Response to MBTC and DSRAC |
|---|--------------|--|----------|--|--|
| Primary Contribution | | | | | |
| Priority 1: Social cohesion and safe communities 2023 Impact: 1. A diverse socially cohesive society with a common national identity; 2. Improved investor perception (confidence). | | Promoting social cohesion through increased interaction across space, race and class: 1. Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes. Increased feelings of safety in communities: 1. Reduction in gender-based violence; 2. Reduction in violence against children; | | A diverse socially cohesive society with a common identity: 1. Increase awareness of charter of positive values and national symbols; 2. Equalising opportunities, inclusion and redress; 3. Increase interaction across space, race and class. | 1. Develop and present content that is inclusive and relevant; 2. Increase in the number of artists who can make effective and measurable inputs into the development sector; 3. Develop and present productions and exhibitions in line with international standards; 4. Transform the narrative of theatres to become inclusive spaces; |

| Relevant 2027/28 Priorities | 2022/23-MBTC | Relevant Outcomes and Interventions | MBTC and | The MBTC's Aligned Outcomes and Interventions | The MBTC Alignment and Response to MBTC and DSRAC |
|--|--------------|--|----------|---|---|
| | | 3. Implementation of the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerance | | | 5. Digitise the artistic collections (photos, videos, scripts) for the purposes of preservation, conservation and promotion; 6. Increase accessibility to theatres and collections by building the MBTC's relevance to stakeholders and society, especially the youth; 7. Implement public programmes that address the social ills of society, including violence against women and children, racism and xenophobia |
| Secondary Contribution | | | | | |
| Priority 2: Economic transformation and job creation 2023 Impact: 1. Unemployment reduced to 20%-24% with 2 million new jobs, especially for youth. Economic growth of 2%-3% and growth in levels of investment to 23% of GDP. | | Reduce concentration of monopolies and expanded small business sector: 1. Facilitate the increase in the number of functional small businesses with a focus on township economies and rural development; 2. Ensure inclusion of SMME's in localisation and | | Increased market share of and job opportunities created in sport, cultural and creative industries: 1. A well-researched, regulated and funded AC sector; 2. Support a range of cultural and creative sector initiatives; 3. Expansion in new and traditional creative industry markets. | 1. Increased procurement spends on businesses owned by women, youth and persons with disabilities; 2. Young entrepreneurs (within heritage and related sectors, such as tourism) to be supported in the MBTC's public programmes. |

| Relevant 2027/28 Priorities | 2022/23-MBTC | Relevant Outcomes and Interventions | MBTC and | The MBTC's Aligned Outcomes and Interventions | The MBTC Alignment and Response to MBTC and DSRAC |
|---|--------------|---|----------|--|---|
| | | <p>buy local campaigns.</p> <p>Increased economic participation, ownership, access to resources, opportunities and wage equality for women, youth and persons with disabilities:</p> <ol style="list-style-type: none"> 1. Expand government spend on women, youth and persons with disabilities through preferential procurement. | | <p>Increased economic participation by historically disadvantaged groups</p> | |
| <p>Priority 3:</p> <p>Education, skills and health Education, Skills – 2023 Impact:</p> <ol style="list-style-type: none"> 1. Access to pre-schooling expanded to 95 and quality improved; 2. More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2028; 3. Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2028; 4. More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2028. | | <ol style="list-style-type: none"> 1. Youths better prepared for further studies, and the world of work beyond Grade 9; 2) Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa. | | <p>Transformed, capable and professional sport, arts and culture sector:</p> <ol style="list-style-type: none"> 1. Transformed, capable and professional sport, arts and culture sector; 2. Increased awareness of and capacity building in AC sector; 3. AC practitioners achieve success at international events. Capacitate, organise and professionalise the AC sector. | <ol style="list-style-type: none"> 1. Expansion of the MBTC Incubator programme to build the pool of skilled black, women and youth heritage practitioners; 2. Co-curating and cocreating programmes for youth by providing spaces within facilities for talent development and youth related programmes; 3. Outreach programmes that are linked to curriculum statements. |

| Relevant 2022/23-2027/28 MBTC Priorities | Relevant MBTC Outcomes and Interventions | The MBTC's Aligned Outcomes and Interventions | The MBTC Alignment and Response to MBTC and DSRAC |
|--|--|---|--|
| Learners and teachers feel respected, and learning improved by 2028 | | | |
| <p>Priority 4:</p> <p>Capable, ethical and developmental State 2028 Impact</p> <p>1. Public value and trust.</p> <p>Active citizenry and partnerships in society.</p> | <p>Improved governance and accountability:</p> <p>1. Strengthen the governance system of state-owned entities</p> <p>Functional, efficient and integrated government:</p> <p>1. Enhance productivity and functionality of public sector institutions in supporting people centred service delivery;</p> <p>2. Measures taken to reduce wasteful and fruitless expenditures, and irregular expenditure in the public sector.</p> <p>Professional, meritocratic and ethical public administration:</p> <p>1. Programme for building a professional public administration (job competency framework).</p> <p>Mainstreaming of gender, youth and disability, empowerment and development institutionalised</p> | <p>Compliant and responsive governance/administration:</p> <p>1. Performance and financial oversight;</p> <p>2. Capacitated human resources;</p> <p>3. Integrated Stakeholder management;</p> <p>4. Strengthen public entity oversight mechanisms;</p> <p>5. Service delivery</p> | <p>1. Achieve and maintain a clean audit outcome</p> <p>2. Financial sustainability:</p> <p>a) Increased revenue through diversified sources;</p> <p>b) Costs contained and resources directed towards the core business;</p> <p>3. Increased brand visibility and awareness;</p> <p>4. Digital transformation and modernisation of systems and processes;</p> <p>5. The MBTC an employer of choice;</p> <p>6. Effective stakeholder and partnerships management</p> |

6. ORGANISATIONAL ENVIRONMENT

The organisational environment of the MBTC has changed since the MBTC was gazetted as a public entity reporting to the DSAC. The MBTC will continue to review its strategic objectives and goals and this may provide opportunities to adapt the organisational structure to better place the Complex to deliver on its broad mandate.

The two sites offer opportunities for multiple offerings by the MBTC. The Covid 19 impact continues to affect revenues and audiences.

6.1 COMMUNICATING THE WORK OF THE MBTC

In its new guise, the MBTC strives to be an accessible institution and to ensure that the public remains informed about the MBTC and its activities. Various media alternatives will be utilised to draw attention to the MBTC's offerings. All the activities of the MBTC will be accessed by the general public from the MBTC's website (virtually) or its offices in due course.

6.2 INTERNAL ENVIRONMENTAL ANALYSIS

6.2.1 Internal Environment

In response to the demands in the external environment, MBTC reviewed its internal environment to assess its readiness to make wide-ranging change with the aim of ensuring that internal processes, systems and arrangements are enhanced and continues to move from an internal focus (on compliance) to focus increasingly on outcomes and impact. The MBTC will build on its strengths to address weaknesses in order to drive the agenda for change. A summary of the internal environment follows:

6.2.2 Performance Environment

During the strategy review, the MBTC assessed its organisational performance against both the strategic plan targets as well as the work programme targets. The MBTC's targets are not implemented on a large scale, hence there is little impact. The MBTC needs to focus on 'change language' – describe the change expected, not the things to be done.

There is a need for an Organisational Development intervention to build the organisation's collaborative capacity. Key objectives of such an intervention should include building the collective leadership's (executive and programme managers) confidence about the organisation's impact on the sector and society as a whole, building consensus on the organisational changes (structural and cultural) needed, and agreeing to a programme of actions to effect these changes.

6.2.3 Impact of Covid-19 and Remote Working

The Covid-19 pandemic brought about a new way of working at MBTC. As a consequence of the Covid-19 measures, most staff are working from home - using a remote employment model. The MBTC is currently developing remote working policy to cater for this new arrangement. With remote working came the need to establish cyber-security protocols and permit the safe exchange of confidential information among staff connecting off-site. The MBTC has to ensure that staff

have the following technological apparatus: computers, telephone, virtual private network, data, audio, video and software and Information Technology (IT) support.

6.2.4 Interventions to deal with the challenges

In an effort to execute the mandate of the MBTC within the theatrical environment sector, the council has identified the following key areas of focus:

- Lobby for a tailor-made economic recovery programme to support the theatrical environment sector/industry
- Refocus the theatrical environment sector to issues of occupational health and safety standards
- Drive issues of ethics and good governance (corruption, bribery and fronting)
- Advocate for revision of legislations hindering transformation and growth of new established companies (unintended consequences)

In light of the challenges facing the Built Environment sector, the MBTC will be focusing its attention on transforming the theatrical environment, creating skilled theatrical environment professionals and expediting the empowerment of women, youth and the disabled: In this regard the MBTC will therefore:

- Drive programmes that are aimed at creating economic opportunities for previously disadvantaged groups (professionally registered persons)
- Embark on policy reforms hindering transformation in the theatrical environment
- Collaborate with various sectors to professionalise the theatrical environment

6.2.5 Information Technology Challenges

Business modernisation: A key strategic intent is an organisation that is flexible, efficient and innovative where information science is a prime mover of an end-to-end pro-user system. This will be achieved through:

- a) innovating and modernising current manual business processes
- b) establishing sustainable Enterprise Architecture capability as the basis for ICT strategic plan development
- c) developing, implementing and monitoring ICT corporate governance and improving the overall ICT control environment to mitigate risks
- d) implementing knowledge management capability for the organisation to institutionalise knowledge sharing, and to harvest and harness innovation, idea generation and corporate thinking power

A gap analysis identified the following IT challenges at the MBTC:

- a. IT capacity/resources
- b. No collaboration with key role players
- c. No standard processes and operating procedures

6.2.6 Budget Reduction

The primary challenge for the MBTC in delivering its mandate is its budget, an allocation from DSAC. Due to the economic recession, government's squeezed

fiscal space directly impacts on the MBTC through proposed reductions in the medium-term budget allocations. The slow growth in the core baseline funding and increased costs of compliance will be an ongoing challenge, which is not sustainable without focussed efforts. The increasing governance and compliance demands continue to precipitate unfunded additional investments in human capacity in the organisation.

6.2.7 Implementing a Communication Strategy

Through the implementation of the MBTC Communication Plan, the MBTC aims to keep its internal and external stakeholders informed of programmes and projects executed by the MBTC. The Plan aims to correct any negative perceptions and promote goodwill through editorial letters, advertorials, outdoor advertising, public engagement programmes and media engagements.

The MBTC will develop a Communication Implementation Plan to better support Public Participation Programmes, targeted media engagements and editorial pieces to improve the profile of the MBTC and the theatrical environment sector and ensure that the policy agenda is effectively communicated.

6.2.8 Financial Sustainability

The MBTC requires sufficient and stable funds to run its operations efficiently and meet its strategic obligations in regulating and protecting the interest of the public in the Theatrical Environment. The MBTC will develop a revenue collection/generation strategy. The aim is to increase own revenue by generation.

6.2.9 Information Technology and Innovation

A key strategic intent of business modernisation is an organisation that is flexible, efficient and innovative where information science is a prime mover of an end-to-end pro-user system. This will be achieved through:

- a) innovating and modernising current manual business processes
- b) establishing sustainable enterprise architecture capability as the basis for ICT strategic plan development
- c) developing, implementing and monitoring ICT corporate governance and improving the overall ICT control environment to mitigate risks
- d) implementing knowledge management capability for the organisation to institutionalise knowledge sharing, and to harvest and harness innovation, idea generation and corporate thinking power

The MBTC wishes to present a diverse artistic programme in its theatre complex and also take the arts to communities outside of the complex. The MBTC is progressively expanding its training and education role and ensuring that skills transfer takes place so that the MBTC's offerings are available regionally and provincially.

The MBTC wishes to play a meaningful and impactful role in the local environment by providing employment and arts and craft opportunities. The MBTC has achieved seven milestones set itself and several further objectives:

- The MBTC becoming an accepted, respected and appreciated public performing arts and theatrical venue which is well located in the province and region;

- Extensive, accessible infrastructure;
- Track record of productions and events;
- Offers a range of education programmes and skills development in arts, theatre, crafts;
- Pursue broad inclusivity in artistic programmes, audience participation, employment, gender and accessibility for all;
- Pursue excellence while retaining affordability and ensure the long-term growth, development and sustainability of the MBTC.

The MBTC faces a number of challenges that is pervasive in the arts sector:

- Underfunded and unstructured performing arts and theatrical sector;
- A requirement to deliver diverse programmes in an extended footprint without concomitant funding;
- Economic status of our constituent which militates against theatre attendance due to affordability;
- A deteriorating social environment with joblessness, crime and poverty prevailing, affecting audiences who have access to digital offerings, which reduce the attractiveness of physical theatrical attendance and encourages in-house entertainment;
- Significant costs of compliance with myriad requirements;
- An environment where performing arts is not promoted through education programmes in schools amongst the majority population;
- Attempting to balance the demands of development, transformation and education whilst sustaining professional arts entities and programmes.

The MBTC has been advised by the DSAC of grant funding for the next three years, which will address the majority of the funding needs of the MBTC. Despite this, revenue generation from local activities is high up on the agenda. The MBTC is focused on supporting local and indigenous talent.

In order to achieve greater social inclusivity, the MBTC needs to pursue the identification and obtaining additional funding to activate artistic programmes in disadvantaged communities in order to make theatre-going practical in those communities.

Our future Artistic Programmes will be multi-year programmes and will try to achieve a balance of commercially viable shows while still providing a platform from the Gqeberha community and region to showcase their works. We shall also make our facilities available to productions touring South Africa whilst also supporting local Theatre Practitioners. We shall also continue liaising with other theatres to pursue the producing of productions.

A significant portion of our budget is dedicated to employment costs, administrative overhead and other operating expenditure which includes productions costs. We need to also maintain our properties and facilities, as well as seek funding to maintain and refresh our property, plant and equipment.

With the impact of Covid 19 and the importance of improving and increasing our visibility, greater amounts shall be expended on marketing, to increase patronage and revenue.

We are establishing an appropriate control environment and institutional stability to ensure acceptable audit opinions. The capacity of the finance department is being

supplemented with additional capacity, such that we have fit-for-purpose skills, development and consistent implementation of policies and standard operating procedures and strengthening and broadening our ICT capacity and accompanying controls.

In this regard, the MBTC would like to see increased support for institutions that are delivering on national priorities. Currently, there does not seem to be any proper acknowledgement of the MBTC's success and its performance against objectives. The MBTC strongly supports the implementation of a grading system for purposes of allocating funding to cultural institutions, linked to performance. Our commitment to the development of South Africa's arts and culture does not seem to be receiving the recognition it deserves, despite a demonstrable track record.

6.3 EXTERNAL ENVIRONMENT ANALYSIS

The MBTC assessed its developmental and operational challenges, in both the internal and external environments, to inform its Strategic Plan. Strengths, weaknesses, opportunities and threats were scanned within the realm of existing policy and political, economic, social, technological, environmental and legal frameworks.

Given its role in the Arts and Theatrical Environment, developments in the sector impacts and influences the MBTC at the sectoral level. The South African Arts and Theatrical Environment has experienced significant change and upheaval, leaving its mark on the sector to shape priorities for the immediate future.

In order to flourish, the MBTC should conduct a PESTEL analysis in accordance with the political, economic, social, technological and environmental factors prevailing in the external environment. The changes are explained in terms of how they will affect the MBTC's performance.

It is imperative for MBTC to address challenges with regards to its facilities in order to provide its patrons with pleasant theatrical experiences.

Following the announcement of a National Lockdown in March 2020, consequent regulations and variations, particularly those relating to prohibited social gatherings and closed public entertainment venues, caused great disruption to business operations. The cancellation of productions on the Artistic Programme, for example, resulted in inadequate use of venues and facilities.

This subsequently resulted in loss of potential income from theatre rentals and service offerings including ticket and bar sales, costume hire etc.

Furthermore, MBTC has not spent some of the allocated Artistic budget, which has had a negative impact on the livelihood of artists who would have previously benefited financially from staging shows at MBTC.

The pursuit of market visibility and audience retention has intensified as a result of rapid technological advancements. To stay abreast of this, the MBTC has given great consideration to exploring alternative ways to connect and engage with existing and potential audiences. The MBTC is considering incorporating digital and social media into its strategy to sustain our operations in the midst of this change.

Without doubt, the advent of the Fourth Industrial Revolution (4IR) and Covid-19 has accelerated the pace of digitisation throughout the world. 4IR also presents new cost-effective options in various operational aspects.

The MBTC management will implement the following initiatives in response to the challenges posed by 4IR:

- (i) Access any donor funds that may be available to fund research aimed at determining the impact of 4IR on the performing arts industry;
- (ii) Use technology to assess the impact of the Streaming Project in terms of determining whether the project is reaching the intended audience;
- (iii) Making content available to digital platforms such as Netflix after ensuring the intellectual property rights of the artists are protected;
- (iv) Experimenting with other digital channels beyond Facebook to ensure that a broader audience is reached on behalf of the artists; and
- (v) Streamlining business processes within the organisation to incorporate digitisation and automation.

6.4 ORGANISATIONAL DELIVERY ENVIRONMENT

The organisational environment of the MBTC has remained fairly stable over the years, and is now boosted by its enlisting as a schedule 3A public entity. The MBTC will continue to review its strategic objectives and goals and this may provide opportunities to change the organizational structure in order for the complex to be better placed to deliver on its mandate.

The MBTC's approved structure makes provision for 63 full time positions. A high-level organogram of management structure of The MBTC is contained in Appendix A.

6.5 OVERVIEW OF 2022/2023 BUDGET AND MTEF ESTIMATES

An overview of each programme budget and MTEF estimate is detailed as follows:

| Programme | 2022 MTEF Period | | | | | |
|----------------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|
| | 2022/23 | % | 2023/24 | % | 2024/25 | % |
| Administration | 8 012 000 | 35% | 9 222 000 | 36% | 9 913 000 | 36% |
| Business Development | 13 096 000 | 58% | 14 496 000 | 56% | 15 495 000 | 56% |
| Public Relations | 1 652 000 | 7% | 2 052 000 | 8% | 2 377 000 | 9% |
| Total | 22 760 000 | 100% | 25 770 000 | 100% | 27 785 000 | 100% |

A detailed one-year budget for the 2022/23- fiscal year is included in Appendix B.

The MBTC's budget cycle starts in October each year. The departmental and project budgets are compiled by the Heads of the Departments based on the activities and projects planned for the budget year as well as the forecast figures for the current financial year and the comparative figures for the previous two years. The CFO compiles the first draft of the budget after receiving all the input. The CEO and CFO meet after the DSRAC indicative grant has been communicated to the MBTC by DSRAC in November.

Based on the needs identified, the CEO and CFO prepare the budget assumptions and priorities for submission to Council in November or December. After the assumptions and

priorities of the budget have been approved by Council, a second draft of the budget is prepared for submission to the Audit & Finance Committee (AFC) meeting in November. The Budget is updated with amendments proposed by the AFC and the third draft of the budget is then tabled to Council in November for approval. The final budget is discussed with and signed off by the Heads of Departments.

The Budget assumptions approved by Council are as follows:

- Assume inflation at CPI for budgeting purposes for the current MTEF period. National Treasury projected CPI to be as follows:
 - 2022/23 financial year at 4.23 per cent.
 - 2023/24 financial year at 4.45 per cent.
 - 2024/25 financial year at 4.49 per cent.
- The cost-of-living adjustment for employees on salary levels 1 to 12 over the 2022 MTEF is as follows:
 - 0% in 2022/23
 - 0% in 2023/24
 - CPI (4.49%) in 2024/25
- The number of positions is 24.
- Limited additions to fixed assets, R17.193 million is estimated.
- No surplus or deficit is budgeted for in line with Treasury Regulations.

The MBTC will endeavour to produce excellence and strengthen its brand with both national and international accolades. Thus, the demands on the institution will also continue to grow. As an increasing number of young people enter the performing arts and creative sectors, the pressures on the MBTC to be responsive to their needs grow. The expansion of the MBTC facilities into the infrastructure, complex also places additional pressure on the MBTC for staffing, staffing support, general maintenance and programming.

The budgeting process has been challenging as a result of not having certainty when MBTC will host productions and venue hire. Many requests for additional funding are being pursued.

6.6 RELATING EXPENDITURE TRENDS TO STRATEGIC OUTCOME GOALS

During the strategic planning and budgeting process, we have allocated funds to ensure that each of the MBTC's strategic objectives are achieved. As indicated below, the bulk of the funding will be utilised to:

- a) Present programme that encourages multi-disciplinary and multi-genre collaboration
- b) Hosting and facilitating a series of symposia, roundtable discussions and workshops that engage with the discourse of the arts and promote cultural programmes that are reflective of the Pan-African character of the region;

- c) Maximising the use of all venues of the MBTC through effective partnerships, venue hires and coproduction that will enhance the image of the MBTC as a vibrant multi-cultural, multi-disciplinary and multi-genre arts space.
- d) Engaging, educating and developing a diverse community through the performing and visual arts to become enthusiastic audience members and supporters of a diverse range of performing arts practices and which dance, music, writing and newly evolving and hybrid form of artistic expressions that resonate in particular with urban youth in the inner city.
- e) Developing the next generation of SA performing and visual arts talent;
- f) Producing and providing a platform for a professional performing and visual arts repertoire that is authentic and artistically excellent;

PROGRAMMES:

| INSTITUTIONAL STRATEGIC PROGRAMME | GOAL STATEMENT | OBJECTIVE | BUDGET 2022/23 | % |
|-----------------------------------|---|--|----------------|-----|
| Administration | To adhere and observe to letter all Laws, Regulations and Legislation within which our institution operates key amongst them being Revised 2018 White Paper for Arts and Culture and Heritage, the PFMA, the Cultural Institutions Act, Treasury Regulations and the LRA. | Ensure compliance with applicable Laws, Regulations and Legislation. | 8 012 000 | 35% |
| | To augment State Funding by attracting commercial users for facilities, private sector partnership, international exchange and producing works that the audiences will be willing to pay for thus earning income to supplement operations of the institutions. | Accumulate income from commercial activities like yet not limited to Venue Rentals Ticket Sales, Co-production, Touring, Educational Programmes, Dance, Health Lifestyle Membership, Fundraising, and other paraphernalia. | | |
| | To maintain our Historic Theatre facilities which are a base for our Artistic goals by ensuring they continue to exist for generations to come. | Guarantee assets durable functionality and sustainability. | | |
| Business Development | To acquire or commission from independent productions and produce internal productions which translates to excellently developed Performing Arts productions. | Present acquired and Performing Arts productions. | 13 096 000 | 58% |
| | To inherently align us with the Community Arts Centre and devise a coherent advocacy strategy thus creating a symbiotic relationship which | Impart administrative knowledge and artistically empowerment to Community Arts Centres while simultaneously | | |

| INSTITUTIONAL STRATEGIC PROGRAMME | GOAL STATEMENT | OBJECTIVE | BUDGET 2022/23 | % |
|-----------------------------------|--|---|-------------------|-------------|
| | will benefit the Creative Industries. | advocating for performing arts to be part of the centre that contributes towards human and economic development. | | |
| | To promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy. | Build loyal audiences while growing and grooming new diverse consumers of theatre and our programmes. | | |
| Public Engagement | To offer developmental platforms for aspirant and emerging performing arts practitioners empowering them in Creative Skills, Business of Arts Skills, Digital Innovation Skills and Technical Skills thus ensuring they withstand the challenges of the industry and contribute meaningfully to the economy. | Provide training and development to emerging performing artists and equally in-service those with long service in the industry. | 1 652 000 | 7% |
| Total expense budget | | | 22 760 000 | 100% |

Programme expenditure is represented by the following source of income:

| INCOME | BUDGET 2022/23 | % |
|---------------------------------------|-------------------|-------------|
| DSAC grant | 20 000 000 | 88% |
| Administration fee (Managed Projects) | 1 600 000 | 7% |
| Ticket sales | 910 000 | 4% |
| Royalties | 100 000 | 0.4% |
| Interest earned | 150 000 | 0.6% |
| Total income budget | 22 760 000 | 100% |

PART C: MEASURING OUR PERFORMANCE

The mandate of the Mandela Bay Theatre Complex is to create an authentic South African arts and culture experience which is committed to providing the highest level of artistic excellence.

The MBTC will continue to strive to develop its brand to be known in both the local and international tourism markets. The MBTC will strive to be a must-see attraction for any visitor to Gqeberha. Its appearance, atmosphere and character should support its attraction through its distinctive and African culture.

The current economic climate has meant that funding for the various programmes have continued to become scarce. The impact of this is that decisions need to be made with regard to the programmes that are to be done as well as the extent of these programmes.

Each of the strategic goals has been unpacked into strategic objectives. These objectives provide an overview of the key focus area for each and have been defined in a manner that is appropriately specific to and measurability.

PROGRAMME 1: ADMINISTRATION

The main purpose of this programme is to enable the MBTC to comply with the applicable laws, regulation and legislation so that an unqualified audit opinion is obtained which provides current and potential funders with the assurance that internal controls are in place and that their donations and sponsorships will be managed in terms of the conditions applicable, and in terms of the PFMA.

Secondary purpose of this programme is to provide the MBTC with core support services, including administrative, financial, human resources, communications and marketing. Financial sustainability is vital as it will enable the MBTC to cover its administration costs and prioritise activities in order to achieve its mandate. Financial sustainability also ensures the survival and continuity of the organisation in the long run. Striving for financial sustainability will encourage effective and efficient planning.

The ICT function plays an important role in supporting the various business strategies and activities of the MBTC. It is the enabler within the organisation, ensuring that the organisation remains effective and efficient. Leveraging Information technology faces a number of challenges, including the rapidly changing technology and the fact that most stage technology developers are in the USA and Europe and Asia and few of these products have distributors in South Africa. This means that while we may be aware of new products, we do not always have the opportunity to see them in operation and if they will be useful to the MBTC. The financial constraints mean that certain projects take longer to implement.

Due to the transversal nature of the programme, this programme supports delivery across the various business units and activities of the MBTC.

Strategic Outcome Oriented Goal 1

| | |
|--|--|
| Strategic Outcome Oriented Goal 1 | To adhere and observe to the letter, all Laws, Regulations and Legislation within which our institution operates; key amongst them being the Revised 2018 White Paper for Arts Culture and Heritage, the PFMA, the Cultural Institutions Act, Treasury Regulations and the Labour Relations Act. |
| Goal Statement | To ensure compliance with applicable Laws, Regulations and Legislation |
| Link to National Outcomes | Outcome 12: An efficient, effective and development-oriented public service, |

This goal is premised on the practice of governance that supports the service delivery of the MBTC.

Outcomes, outputs, performance indicators and targets: 2022/23

| | |
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| Strategic Objective 1.1 | Compliance with the Revised White Paper on Arts, Culture and Heritage and Cultural Institutions Act. |
| Objective Statement | <ul style="list-style-type: none"> • Legislation and Regulations in line with King IV Code of Good Governance • Implement good governance |
| Baseline | Unqualified audit report. |
| Indicators | Conformity with sound, sustainable Corporate Governance |
| Justification | <ul style="list-style-type: none"> • As a declared cultural institution, the MBTC's aim to partner with the private sector must comply with impeccable corporate governance and ensure accountability and transparency. • To maintain high ethical standards that promotes the work of the MBTC. |

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| Link to National Outcomes | Outcome 12: An efficient, effective and development-oriented public service, |
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| Strategic Objective 1.2 | Compliance with PFMA, MFMA and Treasury Regulations |
| Objective Statement | Implement Finance Policies and Procedures in line with PFMA, MFMA, Treasury Regulations and GRAP |
| Baseline | Unqualified audit report. |
| Indicators | Unqualified audit opinion with no material findings on compliance with laws and regulations. |
| Justification | Compliance with applicable legislation, regulations, practice notes, government circulars and internal policies. |
| Link to National Outcomes | Outcome 12: An efficient, effective and development-oriented public service, |

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| Strategic Objective 1.3 | Compliance with the Labour Relations Act |
| Objective Statement | Implement Human Resources Policies and Procedures in line with the BCEA, LRA and other HR related Legislation |
| Baseline | The MBTC will participate in initiatives that will stimulate competency development as well as creating a conducive environment for performance. |
| Indicators | Conformity with relevant acts and on-time submission of accurate regulatory returns and/or reports |
| Justification | To achieve MBTC's mandate and vision will require a competent workforce. Competency development is a crucial driving force for increasing employee effectiveness and employability in the industry. |
| Link to National Outcomes | Outcome 12: An efficient, effective and development-oriented public service, |

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| Strategic Objective 1.4 | Capital Works Projects |
| Objective Statement | <ul style="list-style-type: none"> Plan and execute major upgrade of equipment and infrastructure. Maintain infrastructure by implementing a structured maintenance programme which ensures public and staff safety in compliance with statutory responsibilities. Ensure public and staff safety in the building by implementing a security plan. |
| Baseline | Ensuring that the MBTC facilities are accessible to all communities. |
| Indicators | <ul style="list-style-type: none"> Successful completion of CAPEX projects. Successful implementation of the Maintenance Programme No incidents of violence of crime. |
| Justification | <ul style="list-style-type: none"> Maintenance and upgrading required to ensure long-term sustainability of the facilities. Staff and public safety are paramount in ensuring the continued success of the MBTC objectives |
| Link to National Outcomes | Outcome 12: An efficient, effective and development-oriented public service, |

Over the years, the MBTC leadership has strived to achieve Infrastructure Excellence by adopting a strong maintenance ethic and has systems in place to ensure effective and efficient maintenance of the building infrastructure. The failure of, or a lack of maintenance, could have serious economic, social, health, safety or security consequences.

We have developed and implemented asset management plans for our building infrastructure, which includes strategic infrastructure that the MBTC cannot do without to achieve its mandate. Maintenance plays an important role as it ensures that limited maintenance and capital works resources achieve the best possible outcome for the organisation.

It is also mandatory for the accounting officer of a public entity, in terms of the GIAMA (Government Immovable Asset Management Act), the PFMA and Public Service Act, 1994, to assess the utilisation and functional performance of its immovable assets in terms of service delivery objectives and to prioritise the need for repair, upgrade or refurbishment of state-owned immovable assets. The Accounting Authority should also ensure appropriate steps are taken to implement the provisions of the OHSA.

Strategic Outcome Oriented Goal 2

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| Strategic Outcome Oriented Goal 2 | To augment State Funding by attracting commercial users for our facilities, private sector partnerships, international exchanges and producing works that the audiences will be willing to pay for, thus earning income to supplement operations of the institution. |
| Goal Statement | Accumulate income from commercial activities like, but not limited to, venue rentals, ticket sales, coproduction, touring, educational programmes, dance health lifestyle membership, fundraising and other paraphernalia |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world |

The need to achieve financial sustainability is achievable in the long run; however, the challenge is the tough decisions that need to be made to get there. These decisions may not be ideal but are necessary. This goal is premised on the provision of corporate services that support the service delivery of the MBTC.

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| Strategic Objective 2.1 | Raise revenue from sponsorships, partnerships and donations |
| Objective Statement | Raise sponsorship and donor revenue by building relationships with the corporate sector and public sector |
| Baseline | Ensuring the MBTC follows a strategy of increasing external revenues to sustain the institution. |
| Indicators | Increased sponsorship and donor revenue |
| Justification | To support operational and project expenditure in promoting the MBTC objectives |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world |

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| Strategic Objective 2.2 | Rental revenue from the Immovable Property portfolio |
| Objective Statement | Maximise self-generated revenue by making effective use of the fixed property portfolio through rentals |
| Baseline | The MBTC will continue to pursue enhancing revenues from its immovable property portfolio. |
| Indicators | Increased rental revenue. |
| Justification | To support operational expenditure of the MBTC. |

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| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |
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| Strategic Objective 2.3 | Rental revenue from décor and wardrobe hire |
| Objective Statement | Generate revenue from costume, décor and props by developing and maintaining a range of rental stock |
| Baseline | The MBTC will continue to improving rental revenue from décor and wardrobe hire. |
| Indicators | Generate revenue from décor and wardrobe hire. |
| Justification | To support operational expenditure of the MBTC in order to support internal productions |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

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| Strategic Objective 2.4 | Revenue from ticket sales |
| Objective Statement | Increase ticket sales for In-house productions through effective implementation of the Marketing Strategy |
| Baseline | The MBTC will market its offerings to maximise revenue from ticket sales. |
| Indicators | Increased ticket sales revenue |
| Justification | To support operational expenditure of the MBTC. |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

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| Strategic Objective 2.5 | <ul style="list-style-type: none"> • Front of House (FoH) Sales • Increase revenue from Craft by-products from our prime carnival • Revenue from Stageworld Education Fees and Dance Health Lifestyle Fees |
| Objective Statement | Increase spending of FOH through effective implementation of the customer care strategy |
| Baseline | The MBTC will publicise its offerings to enhance FoH sales. |
| Indicators | <ul style="list-style-type: none"> • Increased FoH sales. • Grow revenue from Craft sales • Increase membership to SPAS programmes • The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experience, which honours and celebrates the arts and theatre |
| Justification | <ul style="list-style-type: none"> • To support operational expenditure of the MBTC |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world |

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| Strategic Objective 2.6 | <ul style="list-style-type: none"> • To promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy |
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| | <ul style="list-style-type: none"> • Build loyal audiences while growing and grooming new and diverse consumers of theatre and our programmes • Marketing: implement marketing strategy • Establish media partnerships to promote the MBTC |
| Objective Statement | Effective implementation of the marketing strategy to ensure increased visibility, recognition and publicity of the MBTC production and brand |
| Baseline | The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experiences, which honours and celebrates the arts. |
| Indicators | Marketing plans developed, approved and implemented for each production in the Artistic Calendar Successful establishment of media partnerships which promote the MBTC and its programmes |
| Justification | <ul style="list-style-type: none"> • The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experience, which honours and celebrates the arts and theatre • Ensure market awareness and recognition of the MBTC and its productions |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world |

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| Strategic Objective 2.7 | Audience Development: Implement audience development strategy. Increase audience attendance |
| Objective Statement | Audience development to ensure increased audience numbers for In-house and renting productions |
| Baseline | The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experiences, which honours and celebrates the arts. |
| Indicators | Audience development to ensure increased audience numbers for In-house and renting productions |
| Justification | <ul style="list-style-type: none"> • The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experience, which honours and celebrates the arts and theatre • Increase audience attendance and the diversity of audiences visiting the MBTC |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

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| Strategic Objective 2.8 | Patron satisfaction: Conduct 'patron satisfaction' surveys |
| Objective Statement | Conduct audience surveys to assess brand satisfaction levels by measurement of patron satisfaction |
| Baseline | The MBTC is a leading arts and theatre centre in South Africa and strives to present authentic artistic experiences, which honours and celebrates the arts |
| Indicators | Conduct audience surveys to assess Brand Satisfaction levels by measurement of patron satisfaction |
| Justification | Essential for feedback on market appreciation of the MBTC and programmes |

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| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |
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Outcomes, outputs, performance indicators and targets: 2022/23

| Outputs | Output Indicators | | Actual performance | Estimated performance | Medium-term targets | | |
|---|-------------------|--|--------------------|-----------------------|---------------------|---------|---------|
| | | | 2017/18 – 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Improved governance and control environment | 1 | Percentage of previous year's audit findings addressed. | New indicator | | 80% | 90% | 100% |
| | 2 | Percentage of high-residual risk addressed in the risk register. | New indicator | | 80% | 90% | 100% |
| | 3 | Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority. | New indicator | | 5 | 5 | 5 |
| | 4 | Number of organisational policies reviewed and approved. | New indicator | | 5 | 5 | 5 |
| Improved facilities | 5 | Percentage of scheduled maintenance plan targets achieved. | New indicator | | 80% | 100% | 100% |
| | 6 | Number of capital projects implemented. | New indicator | | 2 | 2 | 2 |
| Improved organisational and staff performance | 7 | Percentage of HR plan targets achieved. | New indicator | | 80% | 90% | 100% |
| Improved generation of own revenue | 8 | Amount of own revenue generated. | New indicator | | 910 000 | 900 000 | 900 000 |

Indicators, Annual and Quarterly Targets

| Output Indicators | | Annual Target 2022/23 | Q1 | Q2 | Q3 | Q4 |
|-------------------|--|-----------------------|-----|---------|---------|---------|
| 1 | Percentage of previous year's audit findings addressed. | 80% | - | 20% | 40% | 80% |
| 2 | Percentage of high-residual risk addressed in the risk register. | 80% | - | - | 40% | 80% |
| 3 | Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority. | 5 | 1 | 2 | 1 | 1 |
| 4 | Number of organisational policies reviewed and approved. | 5 | - | - | 2 | 3 |
| 5 | Percentage of scheduled maintenance plan targets achieved. | 80% | 80% | 80% | 80% | 80% |
| 6 | Number of capital projects implemented. | 2 | - | - | - | 2 |
| 7 | Percentage of HR plan targets achieved. | 80% | 80% | 80% | 80% | 80% |
| 8 | Amount of own revenue generated. | 910 000 | - | 210 000 | 350 000 | 350 000 |

PROGRAMME 2: BUSINESS DEVELOPMENT

The purpose of this programme is to stage productions and present exhibitions in keeping with the objectives of the Mandela Bay Theatre Complex.

The MBTC's vision is to create a platform for emerging arts practitioners and so enrich the collective arts and culture experience. The various MBTC programmes encompasses development, inclusivity and outreach. Participants are given opportunities to develop and showcase their skills through workshops, mentorships and productions. The programmes that have been presented to date have contributed greatly to youth development, social cohesion, job creation and nation building. The programmes continue to have an impact on both those that participate and those that attend the performances. It is important to continue to create opportunities, through the arts, for everyone.

The need to achieve financial sustainability is achievable in the long run; however, the challenge is the tough decisions that need to be made to get there. These decisions may not be ideal, but are necessary

The MBTC is feeling the crunch as business is not improving from the third-stream income's point of view. The MBTC commits to In-house programmes which are financially viable and adhere to DSAC objectives. This does not always yield the results we based our planning on. Funds therefore have to be sourced from funds ear-marked for administration costs, and that is one of the reasons why may operate at a deficit. It is imperative that, as mentioned above, we only roll out programmes that have been funded, and use Third stream income as funds to bridge the current deficit gap as well as work toward future financial sustainability.

Specific activities to achieve this have been developed.

Strategic Outcome Oriented Goal 3

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| Strategic Outcome Oriented Goal 3 | To acquire or commission (from Independent Producers), produce (Internal Productions) thus present the excellently developed Performing Arts productions. |
| Goal Statement | Present acquired and internal Performing Arts productions |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

Outcomes, outputs, performance indicators and targets: 2022/23

This goal is premised on presenting programmes that engages society and builds audiences that appreciate the artistic offering by the MBTC.

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| Strategic Objective 3.1 | Stage our Internally Produced Festivals to create jobs |
| Objective Statement | Developing platforms that provide value to the industry. |
| Baseline | The MBTC will continue to offer educational programming in performance arts that showcases creative talent. |
| Indicators | In-house festivals to include national celebration days. Increase diversity of productions |
| Justification | Promote excellence in the performing arts sector. |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

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| Strategic Objective 3.2 | Set on tour independent productions to create jobs. |
| Objective Statement | Contribute to job creation in the country |
| Baseline | The MBTC will continue to offer educational programming in performance arts that showcases creative talent. |
| Indicators | Consistent creation of quality employment opportunities in the performing arts sector which would reach national and international stages. |
| Justification | Jobs are created in line with the industry norms. |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

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| Strategic Objective 3.3 | Produce works that could be placed on digital platform to generate more income and create jobs. |
| Objective Statement | Contribute to job creation in the country and let content be country's image marketing platforms. |
| Baseline | The MBTC will continue to explore the use of digital technology and benefit from leveraging it. |
| Indicators | Reaching far and wide markets through digital innovation. |
| Justification | Making performing arts sector an integral part of tourism. |
| Link to National Outcomes | Outcome 4: Decent employment through inclusive growth Outcome 11: Create a better South Africa and contribute to a better Africa and a better world. |

Outcomes, Outputs, Performance Indicators and Targets

| Outcome 2: Optimal utilisation of facilities | | | | | | | |
|--|-------------------|--|--------------------|-----------------------|---------------------|---------|---------|
| Outcome 5: Vibrant artistic programme | | | | | | | |
| Outcome 6: Creating opportunities for performing artists from target groups | | | | | | | |
| Outputs | Output Indicators | | Actual performance | Estimated performance | Medium-term targets | | |
| | | | 2017/18 – 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Sustained showcasing of performing arts practitioners through staging of shows | 9 | Number of productions staged per year. | New indicator | | 21 | 21 | 21 |
| Increase theatre patronage | 10 | Number of festivals staged per year. | New indicator | | 6 | 6 | 6 |

Indicators, Annual and Quarterly Targets

| Output Indicators | | Annual target 2022/23 | Q1 | Q2 | Q3 | Q4 |
|-------------------|--|--------------------------|----|----|----|----|
| 9 | Number of productions staged per year. | 21 | 6 | 5 | 6 | 4 |
| 10 | Number of festivals staged per year. | 6 | 1 | 3 | 1 | 1 |

PROGRAMME 3: PUBLIC ENGAGEMENT

The purpose of the programme is to provide training and development to emerging performing artist and equally in-service those with long service in the industry. Additionally, the programme seeks to implement programmes to grow the business of the MBTC to audiences and to raise sufficient income to support the programmes of the MBTC,

Strategic Outcome Oriented Goal 4

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| Strategic Outcome Oriented Goal 4 | To offer developmental platforms for aspirant and emerging performing arts practitioners, empowering them in creative skills, business of arts skills, digital innovation skills and technical skills, thus ensuring they withstand the challenges of the industry and contribute meaningfully to the economy. |
| Goal Statement | Provide training and development to emerging performing artists and equally in-service those with long service in the industry |
| Link to National Outcomes | Outcome 5: A skilled, capable workforce to support an inclusive growth path. Outcome 11: Create a better South Africa and contribute to a better Africa and a better world Outcome 14: Leading nation building and transformation through social cohesion. |

Outcomes, outputs, performance indicators and targets: 2022/23

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| Strategic Objective 4.1 | <ul style="list-style-type: none"> Formal Education Qualification: - Implement formal performing arts programme through Stageworld PAS Formal short courses: - Implement formal short Courses at Stageworld PAS Implement the schools outreach programme Provide in-service training to artists in various aspects of the performing arts sector. Provide National Curriculum Statements Support: Stage school networks and offer support to Creative Arts Educators. Attach outreach to Productions set to tour to rural areas and small towns |
| Objective Statement | <ul style="list-style-type: none"> Develop and implement a formal fully accredited qualification in Performing Arts. Develop and implement formal fully accredited short courses relevant in Performing Arts and Business of Arts Develop and implement a school's outreach programme Develop and provide refresher courses aimed to train producers, choreographers, and thespians. Establish alliances with basic education providers to present school-works. Ensuring touring productions offer added value through development. |
| Baseline | Maintain the brand of the MBTC, retain existing patrons, attract new audiences and raise income. |
| Indicators | <ul style="list-style-type: none"> Ongoing participation by communities in the programmes Thespians are capable of staging high quality productions |

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| | <ul style="list-style-type: none"> School networks are staged in collaboration with basic education in order to support the NCS The MBTC value felt and experienced in deep rural areas |
| Justification | <ul style="list-style-type: none"> Pivotal to the effective fulfilment of the MBTC mandate in developing performing arts Align such works and interventions to timely periods for Learner maximum benefit. Provide needed development amongst previously disadvantaged groups and youth |
| Link to National Outcomes | <p>Outcome 5: A skilled capable workforce to support an inclusive growth path.</p> <p>Outcome 11: Create a better South Africa and contribute to a better Africa and a better world</p> <p>Outcome 14: Leading nation building and transformation through social cohesion.</p> |

Outcomes, Outputs, Performance Indicators and Targets

| Outcome 2: Optimal utilisation of facilities | | | | | | | |
|---|-------------------|---|--------------------|-----------------------|---------------------|---------|---------|
| Outcome 5: Vibrant artistic programme | | | | | | | |
| Outputs | Output Indicators | | Actual performance | Estimated performance | Medium-term targets | | |
| | | | 2017/18 – 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| Increase the use of theatre facilities | 11 | Number of engagements with potential clients. | New indicator | | 4 | 4 | 4 |
| | 12 | Number of items of creative content developed or distributed. | New indicator | | 1 | 1 | 1 |
| Increase theatre patronage | 13 | Number of engagements focused on performing arts industry. | New indicator | | 4 | 4 | 4 |
| Performing arts practitioners developed | 14 | Number of skills trainings and development programmes conducted per year. | New indicator | | 7 | 7 | 7 |
| Performing arts practitioners developed | 15 | Number of skills workshops conducted. | New indicator | | 4 | 4 | 4 |

Indicators, Annual and Quarterly Targets

| Output Indicators | | Annual target 2022/23 | Q1 | Q2 | Q3 | Q4 |
|-------------------|---|-----------------------|----|----|----|----|
| 11 | Number of engagements with potential clients. | 4 | 1 | 1 | 1 | 1 |
| 12 | Number of items of creative content developed or distributed. | 1 | - | - | - | 1 |
| 13 | Number of engagements focused on performing arts industry. | 4 | 1 | 1 | 1 | 1 |
| 14 | Number of skills trainings and development programmes conducted per year. | 7 | - | - | 7 | - |
| 15 | Number of skills workshops conducted. | 4 | 1 | 1 | 1 | 1 |

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

Through policies and procedures development and revision, and risk assessment and risk mitigation, the institution seeks to improve its internal control environment. Furthermore, through effective management of staff performance, the institution will ensure that staff performs at its peak.

The outputs thereof will result in the institution achieving its outcome of high performance and clean administration.

MEDIUM-TERM EXPENDITURE ESTIMATES

| Programme | Audited outcomes | | | Appropriation | Medium-term expenditure estimate | | | |
|--------------------------------|------------------|---------|---------|---------------|----------------------------------|---------------|---------------|---------------|
| | R'000 | 2018/19 | 2019/20 | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Administration | | | | New indicator | | 8 012 | 9 222 | 9 913 |
| Business Development | | | | New indicator | | 13 096 | 14 496 | 15 495 |
| Public Engagement | | | | New indicator | | 1 652 | 2 052 | 2 377 |
| Total | | | | New indicator | | 22 760 | 25 770 | 27 785 |
| Economic classification | | | | | | | | |
| Current payments | | | | | | | | |
| Compensation of employees | | | | New indicator | | 7 473 | 7 709 | 7 958 |
| Goods and service | | | | New indicator | | 15 107 | 17 881 | 19 677 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Depreciation and Impairment | New indicator | - | - | - |
| Total | New indicator | 22 760 | 25 770 | 27 785 |

PROGRAMME RESOURCE CONSIDERATIONS

The MBTC is constrained by its limited human resource capacity to comply fully with all applicable relevant legislation. These constraints and limitations could jeopardise the future of the business and affect our long-term planning and delivery.

We have been informed of certain allocations by the DSAC by way of income and capital grants, which shall enhance our capacity and delivery. Providing there is a return to near normal social contacts and interactions pre COVID-19, we expect to host shows and generate revenues and sponsorships during the financial year.

The DSAC overhead grant is awaited. The overhead grant from DSAC will enable and activate the MBTC resources and output. The Performance Targets have been adjusted.

In addition to the appropriated baseline allocation from DSAC, MBTC has multi-year partnerships with DSAC and NMBM where mandated programmes are administered in behalf of the funder. MBTC charges an administration fee on such engagements to defray indirect costs associated with the programme and to widen revenue streams.

The Theatre is developing a focused approach to growing its audience numbers in the medium-to long-term period to attract more audiences and remain one of the leading cultural institutions in the Eastern Cape through various initiatives. We can achieve this by presenting a diverse programme consisting of drama and musicals, exhibitions, music, and comedy. The MBTC will also commission, engage and conduct regular audience surveys and market research in order to ensure that there is ongoing improvement in the quality of products and offerings being presented. Management continues to pursue existing local and international partnerships. Other audience development initiatives are being explored to draw diverse audiences and the media and business development are being utilised to full advantage.

The MBTC is a small organisation and faces a serious challenge of lack of skilled staff. The MBTC prioritised staff development through formal and informal training as well as industry-specific learning opportunities, such as tours and cultural exchanges. Human resource policies and strategies are being reviewed and developed in order to ensure investment in personnel as the organisation relies on skilled and professional personnel for the delivery of quality shows and services to the community. The MBTC has prioritised skills assessment and is developing a mobility strategy for staff to move into positions that is best suited to their qualifications and skills set. Performance assessments and performance agreements will be aligned with KRA's of the MBTC, and measured diligently periodically.

RISK MANAGEMENT

The MBTC has developed an Enterprise-Risk Management (ERM) process to:

- Proactively identify and manage risks that prevent the MBTC from achieving its strategic objectives. The MBTC is in the process of developing an implementation and mitigation plan.
- Comply with best practice and emerging risk management.

The Strategic Risk Management register is attached as Appendix B.

CAPITAL WORKS PROJECT

| Nature of investment | | Total Project Cost | 2018/19 | 2019/20 | 2020/21 | 2021/22 | | | 2022/23 | | | 2023/24 | | | 2024/25 |
|---------------------------------------|---|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
| Rand thousand | | | Audited outcome | Audited outcome | Audited outcome | Budget estimate | Approved budget | Changes from budget estimate | Budget estimate | Revised budget estimate | Changes from budget estimate | Budget estimate | Revised budget estimate | Changes from budget estimate | Planning budget estimate |
| New infrastructure assets | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Existing infrastructure assets | | 17 193 | - | - | - | 17 193 | 17 193 | - | 77 730 | 77 730 | - | 8 700 | 8 700 | - | 6 050 |
| | Upgrading and additions | 9 998 | - | - | - | 9 998 | 9 998 | - | 77 730 | 77 730 | - | 8 700 | 8 700 | - | 6 050 |
| | Rehabilitation, renovations and refurbishment | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | Maintenance and repair | 7 195 | - | - | - | 7 195 | 7 195 | - | - | - | - | - | - | - | - |
| Infrastructure transfers | | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | Current | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | Capital | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Total Infrastructure | | 17 193 | - | - | - | 17 193 | 17 193 | - | 77 730 | 77 730 | - | 8 700 | 8 700 | - | 6 050 |
| <i>Capital infrastructure</i> | | 9 998 | - | - | - | 9 998 | 9 998 | - | 77 730 | 77 730 | - | 8 700 | 8 700 | - | 6 050 |
| <i>Current infrastructure</i> | | 7 195 | - | - | - | 7 195 | 7 195 | - | - | - | - | - | - | - | - |

GENDER BASED VIOLENCE TARGETS AND INDICATORS

The Mandela Bay Complex (MBTC) submits that a zero-tolerance approach to Gender Based Violence (GBV) is imperative. The MBTC is contemplating the following initiatives in development and practice:

1. **Training Workshops:** The Human Resources Department is planning on scheduling intensive training workshops (one per semester) for all employees of the MBTC.
2. **Reports to the Board:** The item on GBV is on all agendas of the MBTC including Staff Meetings, Board Meetings and Committees of the Board. The report covers any incidents that have occurred as well as strategies to be implemented to strengthen awareness about GBV.
3. **Policy Review:** The MBTC's policy on Sexual Harassment and Gender Based Violence is being developed to be fit for purpose following a thorough process of consultations and engagements with staff and the MBTC whose primary focus is on combatting GBV. The Policy is subject to a regular review at the MBTC's Human Resources and Remuneration Committees' Workshops.
4. **Induction:** All new employees of the MBTC's will receive an induction about the MBTC's human resources policies, including sexual harassment policy on joining, followed by ongoing refreshers.
5. **Code of Conduct:** All employees, artists, contractors and students at the MBTC must sign an annual agreement to the MBTC's Code of Conduct on GBV and Sexual Harassment.
6. **Posters & Newsletters:** The MBTC's Brand and Communication unit is responsible for the development and display of posters and relevant promotional content in all the divisions of the MBTC.
7. **Productions and Exhibitions:** Each of the units will develop and present productions and exhibitions to create awareness about GBV. At least one production / exhibition per quarter will be presented by any one of the three departments.
8. **Sexual Harassment Support Team:** As per policy of the MBTC, each division of the MBTC will appoint a representative to serve on the Sexual Harassment Support team. The responsibility of the team is to continually assess employee wellness and safety of all employees at the MBTC with a particular focus on sexual harassment and / or gender-based violence. The team meets with the HR Manager once every quarter.
9. **Performance Appraisals:** A question on adherence to the MBTC's values, including sexual harassment and GBV, commitment to gender equality and non-discrimination in the workplace, is to be included in employee's annual performance reviews.
10. **Exit Interviews:** A question on sexual harassment and GBV in the workplace is to be included in all exit interviews.

The MBTC will also ensure that all its partners / sponsors and funders also have a strong and proactive approach to combatting GBV.

PART D: LINKS TO OTHER PLANS

LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

The MBTC does not have any long-term infrastructure or capital spending plans.

CONDITIONAL GRANTS

The MBTC does not receive any conditional grants.

PUBLIC-PRIVATE PARTNERSHIPS

Not applicable to the MBTC at this stage.

PART E: TECHNICAL INDICATORS

Technical indicators must be clearly defined so that they can be used as measures of success. Well-defined indicators act as standardised measures that allow for comparison over time, over geographic areas and across programmes. This section outlines the technical indicator of each target within the Programmes, in accordance with the UNAID (2010)5 guidelines:

- Clearly stated title and description
- Clearly stated purpose and rationale
- Indication of data collection methodology to be used and data tools required to collect data
- Information pertaining to the frequency of data to be collected
- Guidelines to interpret and use data from an indicator
- Strengths and weaknesses of an indicator and challenges in using it
- Sources of additional information relevant to the indicator
- Numerator and denominator information
- Data disaggregation or relevant subgroups that collected data can be separated in order to more precisely understand analysis of findings

The following section contains tables contains the relevant Technical Indicator Description data relevant to MBTC.

PROGRAMME 1: ADMINISTRATION

| Indicator Title 1 | Percentage of previous year's audit findings addressed. |
|---------------------------|---|
| Definition/Purpose | To ensure the MBTC is characterized by good corporate governance practices. To ensure financial management is consistent with National Treasury Regulations. The indicator measures the effectiveness of developed and implemented internal controls for effective and efficient financial management, organizational performance management and ensure full compliance with relevant laws and regulations to achieve an unqualified audit opinion. An opinion expressed by the internal auditor is an independent tool to verify the existence and effectiveness of a system of internal controls. |
| Source/Collection of Data | Audit Improvement Plan. |
| Method of Calculation | Number of findings addressed as a percentage of total findings issued – Simple Count. |
| Data Limitations | No data limitations. |
| Type of Indicator | Qualitative |
| Calculation Type | Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 80% of audit findings addressed. |
| Indicator Responsibility | Chief Financial Officer (CFO) |

| Indicator Title 2 | Percentage of high-residual risk addressed in the risk register. |
|---------------------|--|
| Definition/ Purpose | This indicator measures the number of high rated residual risks addressed from the Risk Register. It further contributes towards the |

| | |
|---------------------------|---|
| | measurement of the strategic output pertaining to good governance and accountability. |
| Source/Collection of Data | Risk Register. |
| Method of Calculation | Number of high-residual risks addressed as a percentage of total high-residual risks identified - Simple Count. |
| Data Limitations | No data limitations. |
| Type of Indicator | Quantitative |
| Calculation Type | Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 80% of high-residual risks addressed. |
| Indicator Responsibility | Chief Financial Officer (CFO) |

| | |
|---------------------------|--|
| Indicator Title 3 | Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority. |
| Definition/ Purpose | The quarterly and annual financial & performance information report submission to the relevant authority is a statutory requirement which discloses the performance achievements and financial performance of the entity for transparency to the stakeholders. |
| Source/Collection of Data | Quarterly Financial (In-Year-Monitoring) and Performance Information Reports. Annual Financial Statements & Annual Performance Report (Considered as one submission). |
| Method of Calculation | Reports are calculated quantitatively by calculating the number of reports issued to the relevant Authority. |
| Data Limitations | None. |
| Type of Indicator | Quantitative – Legislative Compliance |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly and annually |
| New Indicator | Yes |
| Desired Performance | 5 reports submitted. |
| Indicator Responsibility | Chief Finance Officer (CFO) and Operations Senior Manager (OSM) |

| | |
|---------------------------|---|
| Indicator Title 4 | Number of organisational policies reviewed and approved. |
| Definition/ Purpose | The purpose of the indicator is to review outdated ECPACC organisational policies. Performance is measured by quantifying the number of policies reviewed and approved by the end of the financial year. This indicator contributes towards the measurement of the strategic output pertaining to a re-engineered and well governed entity. |
| Source/Collection of Data | Minutes of meetings and signed policies. |
| Method of Calculation | Performance is assessed in a quantitative manner by counting the number of policies reviewed and approved. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly. |
| New Indicator | Yes |
| Desired Performance | 5 policies reviewed. |
| Indicator Responsibility | Chief Executive Officer (CEO) |

| Indicator Title 5 | Percentage of scheduled maintenance plan targets achieved |
|----------------------------------|---|
| Definition/ Purpose | To ensure that the MBTC facilities meet prescribed safety requirements, are accessible to all communities and are of a world class standard. Ensure the historical assets and functional assets are well looked after thus reduce replacement frequency |
| Source/Collection of Data | Quarterly Maintenance Plan Report. |
| Method of Calculation | Count the number of maintenance deliverables/tasks completed. |
| Data Limitations | Inaccurate measurement of work in progress and finished projects. |
| Type of Indicator | Quantitative. |
| Calculation Type | Non-cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 80% of quarterly tasks completed. |
| Indicator Responsibility | Chief Financial Officer (CFO) |

| Indicator Title 6 | Number of capital projects implemented. |
|----------------------------------|--|
| Definition/ Purpose | To ensure that the MBTC facilities meet prescribed safety requirements, are accessible to all communities and are of a world class standard. |
| Source/Collection of Data | Quarterly Capital Project Progress Report. |
| Method of Calculation | Count the number of project completion certificate issued. |
| Data Limitations | Inaccurate measurement of work in progress and finished projects. |
| Type of Indicator | Quantitative. |
| Calculation Type | Non-cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 2 projects completed (Theatre and Barn) |
| Indicator Responsibility | Chief Financial Officer (CFO) |

| Indicator Title 7 | Percentage of HR plan targets achieved. |
|----------------------------------|---|
| Definition/ Purpose | To achieve MBTC's mandate and vision will require a competent workforce. Competency development is a crucial driving force for increasing employee effectiveness and employability in the industry. |
| Source/Collection of Data | Quarterly HR Plan Report. |
| Method of Calculation | Count the number of activities/HR initiatives achieved. |
| Data Limitations | None. |
| Type of Indicator | Quantitative. |
| Calculation Type | Non-cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 80% of quarterly tasks completed. |
| Indicator Responsibility | Operations Senior Manager (OSM) |

| Indicator Title 8 | Amount of own revenue generated. |
|----------------------------------|---|
| Definition/ Purpose | Produce qualitative works that will please the paying audience to increase our revenue. |
| Source/Collection of Data | Accounting records – Revenue from exchange transaction account. |
| Method of Calculation | Quantitative |

| | |
|---------------------------------|---|
| Data Limitations | Subject to online bookings and reservation system being fully functional when necessary |
| Type of Indicator | Numeric |
| Calculation Type | Quantitative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | Q2 R210 000; Q3 R350 000 and Q4: R350 000. |
| Indicator Responsibility | Operations Senior Manager (OSM) |

PROGRAMME 2: BUSINESS DEVELOPMENT

| | |
|----------------------------------|---|
| Indicator Title 9 | Number of productions staged per year. |
| Definition/ Purpose | Promote excellence in the performing arts sector and create jobs. |
| Source/Collection of Data | Production archival records, marketing material or ticket sales. |
| Method of Calculation | Simple Count. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 21 individual events for the year. |
| Indicator Responsibility | Operations Senior Manager (OSM) |

| | |
|----------------------------------|---|
| Indicator Title 10 | Number of festivals staged per year. |
| Definition/ Purpose | Promote excellence in the performing arts sector and create jobs. |
| Source/Collection of Data | Production archival records, marketing material or ticket sales. |
| Method of Calculation | Simple Count. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 10 individual events for the year. |
| Indicator Responsibility | Operations Senior Manager (OSM) |

PROGRAMME 3: PUBLIC ENGAGEMENT

| | |
|---------------------------|--|
| Indicator Title 11 | Number of engagements with potential clients. |
| Definition/ Purpose | Implement programs to grow the business of the MBTC to audiences and to raise sufficient income to support the programs of the MBTC. |
| Source/Collection of Data | Attendance registers or minutes of meetings or copies of presentations or report on the engagement. |
| Method of Calculation | Simple Count of the number of engagements held. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 4 engagements for the year. |
| Indicator Responsibility | Chief Executive Officer (CEO) |

| | |
|---------------------------|--|
| Indicator Title 12 | Number of items of creative content developed or distributed. |
| Definition/ Purpose | Produce qualitative artistic works that will appeal and heal to audiences ensuring continued support of the institution. |
| Source/Collection of Data | Evaluation Reports. |
| Method of Calculation | Simple Count of the artistic works produced. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 1 |
| Indicator Responsibility | Operations Senior Manager (OSM) |

| | |
|---------------------------|---|
| Indicator Title 13 | Number of engagements focused on performing arts industry. |
| Definition/ Purpose | To engage with the sector associations and practitioners to increase capacity building and empowerment of the sector. |
| Source/Collection of Data | Attendance registers or minutes of meetings or copies of presentations or report on the engagement. |
| Method of Calculation | Simple Count of the number of engagements held. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Non-Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 4 engagements for the year. |
| Indicator Responsibility | Chief Executive Officer (CEO) |

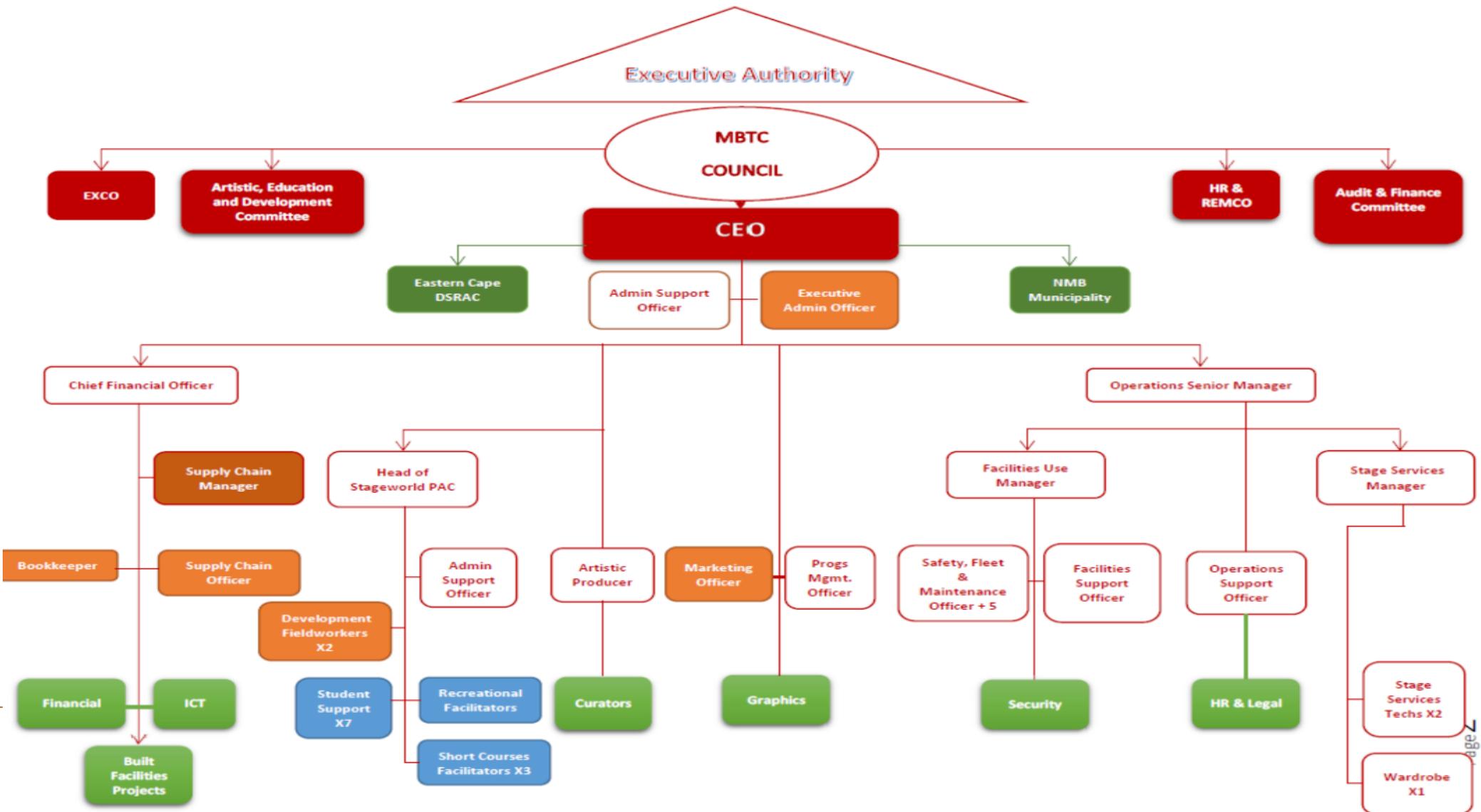
| | |
|---------------------------|---|
| Indicator Title 14 | Number of skills trainings and development programs conducted per year. |
| Definition/ Purpose | To provide upskilling programs to students focusing on the entire value chain in the performing arts faculty. |
| Source/Collection of Data | Course program / material or student results or student assessment sheet. |
| Method of Calculation | Simple count the courses offered by the school. |

| | |
|---------------------------------|--|
| Data Limitations | Student drop-outs may limit courses conducted. |
| Type of Indicator | Quantitative |
| Calculation Type | Cumulative |
| Reporting Cycle | Annual |
| New Indicator | Yes |
| Desired Performance | 7 course programs conducted over an academic year. |
| Indicator Responsibility | Principal: Stageworld Performing Arts School |

| | |
|----------------------------------|--|
| Indicator Title 15 | Number of skills workshops conducted. |
| Definition/ Purpose | Provide training to performing arts sector practitioners to enhance their skills. |
| Source/Collection of Data | Attendance Register or Training manual / presentations or Report on training provided. |
| Method of Calculation | Simple count of the number of workshops held. |
| Data Limitations | None. |
| Type of Indicator | Quantitative |
| Calculation Type | Cumulative |
| Reporting Cycle | Quarterly |
| New Indicator | Yes |
| Desired Performance | 4 skills development programs conducted. |
| Indicator Responsibility | Principal: Stageworld Performing Arts School |

Annexures to the Annual Performance Plan

ANNEXURE A: ORGANISATIONAL STRUCTURE



ANNEXURE B: KEY RISKS AND MITIGATIONS

STRATEGIC PROGRAMME 1: ADMINISTRATION

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|--|--|---|---|---|--|---------------------------------------|---|--|
| GOAL 1: To adhere and observe to the letter all Laws, Regulations and Legislation within which our institution operates key amongst them being Revised 2018 White Paper for Arts Culture and Heritage, the PFMA, the Cultural Institutions Act, Treasury Regulations and the LRA | To ensure compliance with applicable Laws, Regulations and Legislation | Compliance with the Revised White Paper on Arts, Culture and Heritage and Cultural Institutions Act | Implement good governance Legislation and Regulations in line with King's Code of Good Governance | All applicable I King IV principles met 100%. 100% ethical culture demonstrated by Board and all management levels. < 1% conflicts of interest at Board and Management levels | As a declared cultural institution MBTC's aim to partner with private sector must comply impeccably corporate and ensure accountability and transparency | Conformity with Corporate Governance. | Funding to purchase suitable management system. Skill training. Continuous upgrading of changes in legislation. | Poor Corporate and Good Governance. |
| | | Compliance with PFMA, MFMA and Treasury Regulations | Implement Finance Policies and Procedures in line with PFMA, MFMA, Treasury Regulations and GRAP | 100% Compliance with applicable PFMA, MFMA, PPPFA and Treasury Regulations. < 5 findings each raised by AG on non- | | Consistent Clean Audit | | Non-Compliance with MFMA, PFMA, Treasury Regulations and GRAP. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|-----------------------|---|---|---------------|--|-------------------------|----------------------------------|
| | | | | <p>compliance with PFMA, MFMA, Treasury Regulations and GRAP</p> <p>< 2 Audit Findings on non-compliance with GRAP</p> | | | | |
| | | Compliance with LRA | Implement Human Resources Policy and Procedures in line with the BCEA, LRA and other HR related Legislation | <p>100% Compliance with applicable BCEA, LRA, EEA, and OHS Act and Regulations</p> <p>0% of matters referred to CCMA are found to be procedurally unfair.</p> <p>0% of Health and Safety matters attributed to negligence or dereliction of</p> | | Conformity with relevant acts and on-time submission of accurate regulatory returns and/or reports | | Skills, capacity and capability. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|-----------------------|---------------------|--------------------|---------------|--------------------|-------------------------|------------------|
| | | | | duty on part MBTC | | | | |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|---|--|---|---|---|--|--|---|---|
| GOAL 2: To augment State Funding by attracting commercial users for our facilities, private sector partnership, international exchange and producing works that the audiences will be willing to pay for thus earning income to supplement operations of the institution. | Accumulate income from commercial activities like yet not limited to Venue Rentals, Ticket Sales, Coproduction, Touring, Educational Programmes, Dance Health Lifestyle Membership, Fundraising and other paraphernalia. | Raise revenue from Sponsorships, Partnerships and Donations | Raise Sponsorship and Donor Revenue by building relationships with the Corporate Sector and Public Sector | 30% of total revenue derived from sponsorships. List of potential sponsors identified and developed >10% of potential sponsors are banked. | To support operational and project expenditure in promoting the MBTC objectives. | Increased Sponsorship and Donor revenue, | Policy, strategy, funding and human resources to implement programmes | Lack of implementation strategy and funding of programme costs. |
| | | Rental revenue from the Immovable Property Portfolio | Maximize self-generated revenue by making effective use of the fixed property portfolio through rentals | Rental Income > 10% of previous years rental | To support operational expenditure of the MBTC. | Increased rental revenue. | Funding by DSRAC/ DSAC/ NMBM | Competing facilities and economic factors. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|---|--|--|--|---|--|--|
| | | | | 100% utility costs recovered from tenants. Annual review of available rental space. | | | | |
| | | Rental revenue from Décor and Wardrobe hire | Generate revenue from costume, décor and props by developing and maintaining a range of rental stock | Rental Income > 10% of previous years rental. > 50% of Rental stock items leased out. | To support operational expenditure of the MBTC in order to support internal productions. | Increased Décor and Wardrobe rental revenue | Budget allocation to maintain current stock of rentals and acquire new stock | |
| | | Revenue from Ticket Sales | Ticket sales for In-house Productions through effective implementation of the Marketing Strategy | >80% of tickets sold per production. >60% of tickets sold per show. | To support operational expenditure of the MBTC. | Increased ticket sales revenue | Suitable marketing strategy developed, approved and implemented. | Competing theatres and festivals. Production planning, including selection of productions and show days. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|--|--|--|---|--|--|--|---|--|
| | | Front of House Sales | Increase spending of FOH through effective implementation of the Customer Care Strategy | Annual increase in sales >10%. | To support operational expenditure of MBTC. | Increased FoH sales. | Effective utilization of ad hoc human resources to ensure effective budget utilization. | Lack of Rental Productions Lack of audience that support In-house bars. Lack of FoH robust imposition. |
| | | Revenue from Craft byproducts from our prime Carnival. | | Annual increase in sales >10%. | To support operational expenditure of MBTC. | Grow revenue from Craft sales | Strategic commissioning of excellent products. | Failure to properly collaborate with key stakeholders. |
| | | Revenue from Stageworld Education Fees and Dance Health Lifestyle Fees | | Annual increase in sales > 10% | To support operational expenditure of MBTC. | Increase membership to SPAS programmes. | Attract paying membership. And Bursaries for students. | Lack of fundraising for Bursaries and Failure to appeal to Middleclass for membership |
| GOAL 3: To maintain our Historic Theatre facilities which are a base for our Artistic goals by ensuring they continue to exist | Guarantee Assets durable functionality and sustainability. | Capital Works Projects | Plan and execute major upgrade of equipment and infrastructure. | >20% Implementation of five-year infrastructure plan. >20 % implementation of | Maintenance and upgrading required to ensure long-term sustainability of the facilities. | Successful completion of CAPEX projects. | Funding by DSAC / DSRAC / NMBM. Effective and efficient Supply Chain Management services. | Budget allocation and disbursement. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|--------------------------|-------------------------------|--|---|---|---|---|--|---|
| for generations to come. | | | | infrastructure plan annually. | | | | |
| | | Maintenance Programme in compliance with statutory regulations | Maintain infrastructure by implementing a structured maintenance programme which ensures Public and Staff safety in compliance with statutory responsibilities. | >20% implementation of five-year security plan. < 1% deviations from the plan. | Maintenance and upgrading required to ensure long-term sustainability of the facilities. | Successful implementation of the Maintenance Programme. | Funding by DSAC / DSRAC / NMBM. Effective and efficient Supply Chain Management services. Filling key vacancies. | Budget allocation and disbursement. Skill shortage. |
| | | Secure environment provided to Customer Care | Ensure public and staff safety in the building by implementing a security plan. | 100% implementation of Key security Drivers. | Staff and public safety are paramount in ensuring the continued success of MBTC objectives. | No incidents of violence of crime. | Budget to ensure the complete monitoring and control of MBTC buildings. | Lack of budget. Increasing incidents of crime. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|--|---|--|--|--|--|---|--|--|
| GOAL 4: To promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy. | Build loyal audiences while growing and grooming new and diverse consumers of theatre and our programmes. | Marketing: Implement marketing strategy. Establish media partnerships to promote MBTC. | Effective implementation of the Marketing Strategy to ensure increased visibility, recognition and publicity of the MBTC production and Brand. | Development of 5-year marketing strategy. 20% implementation of the strategy elements for each of the five years. 100% implementation of the key strategy drivers | Ensure market awareness and recognition of MBTC and her productions. | Marketing plans developed, approved and implemented for each production in the Artistic Calendar. Successful establishment of media partnerships which promote MBTC and its programmes. | Timely development and approval of the strategy. | Lack of developed and approved strategy. |
| | | Audience Development: Implement audience development strategy. Increase audience attendance. | Audience development to ensure increased audience numbers for In-house and Renting productions | >80% attendance for all productions hosted. | Increase audience attendance and the diversity of audiences visiting MBTC. | Increase diverse audiences. | Timely development and approval of the strategy. | Lack of developed and approved strategy. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|---|---|---|---|--|---|--|
| | | Patron satisfaction: Conduct 'Patron Satisfaction' surveys | Conduct audience surveys to assess Brand Satisfaction levels by measurement of patron satisfaction. | > 90% customer satisfaction levels. Minimum of 25 patrons per show assessed. | Essential for feedback on market appreciation of MBTC and programmes. | Accurate and reliable surveys which inform production development and audience development activities. | Effective utilization of survey technology. | Lack of interest from audiences to participate in surveys. |

STRATEGIC PROGRAMME 2: BUSINESS DEVELOPMENT

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|---|--|---|--|--|---|--|-------------------------|--|
| GOAL 5: To acquire or commission (from Independent Producers), produce (Internal Productions) thus present the excellently developed Performing Arts productions. | Present acquired and internal Performing Arts productions. | Stage our Internally Produced Festivals to create jobs. | Developing platforms that provide value to the industry. | > 5 permanent jobs created for all internally produced festivals. > 20 temporary jobs created per internally produced festival. Provide employment to: >70 Actors >140 Dancers >400 Musicians | Promote excellence in the performing arts sector. | In-house festivals to include national celebration days. Increase diversity of productions. | Budget allocation | Lack of sufficient funds. Lack of quality balanced with access mostly from rural productions. |
| | | Stage internal productions to create jobs. | Contribute to job creation in the country. | > 20 temporary jobs created per production. | Jobs are created in line with the industry norms. | Consistent creation of quality employment opportunities in the performing arts sector. | Skills base. | Budget allocation for productions. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|---|---|--|--|--|-------------------------|--------------------------|
| | | Set on tour independent productions to create jobs. | Contribute to job creation in the country | > 20 temporary jobs created per tour. | Jobs are created in line with the industry norms. | Consistent creation of quality employment opportunities in the performing arts sector which would reach national and international stages. | Budget allocation | Lack of sufficient funds |
| | | Produce works that could be placed on digital platform to generate more income and create jobs. | Contribute to job creation in the country and let content be country's image marketing platforms. | 1 digital production subject to cost benefit analysis. 100% cost recovery of all Digital productions hosted by Netflix, Amazon Prime or Showmax. | Making performing arts sector an integral part of tourism. | Reaching far and wide markets through digital innovation. | Budget allocation | Lack of sufficient funds |

STRATEGIC PROGRAMME 3: PUBLIC ENGAGEMENT

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|---|---|--|--|--|---|---|--|--|
| GOAL 6: To offer developmental platforms for aspirant and emerging performing arts practitioners empowering them in Creative Skills, Business of Arts Skills, Digital Innovation Skills and Technical Skills thus ensuring they withstand the challenges of the industry and contribute | Provide training and development to emerging performing artists and equally in-service those with long service in the industry. | Formal Education Qualification: Implement formal Performing Arts Programme through Stageworld PAS | Develop and implement a Formal fully accredited qualification in Performing Arts. | 1 Performing Arts qualification accredited by SAQA – Year 1. Schedule of planned intake Y1 > 6 Graduates with NQF 6 produced. | Pivotal to the effective fulfilment of the MBTC mandate in developing performing arts | Ongoing participation by Communities in the programme | Budget for implementation and development of resource manuals | Lack of budget |
| | | Formal Short Courses: Implement Formal Short Courses at Stageworld PAS | Develop and implement a Formal fully accredited Short Courses relevant in Performing Arts and Business of Arts | 1 Performing Arts and Business of Arts qualification accredited by SAQA – Year 1. | | | Budget for implementation and development of resource manuals and equipment. | Lack of strategic promotion of the programme |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified | | |
|------------------------------|-------------------------------|---|---|--|---------------|--------------------|-------------------------|------------------|--|---|
| meaningfully in the economy. | | | | Schedule of planned intake Y1 to Y3: > 12 Community Arts Personnel trained. | | | | | | |
| | | Implement the Schools Outreach Programme | Develop and implement a Schools Outreach Programme | > 36,000 learners receive exposure to Theatre and Dance >12 School Educators receive exposure to Basic Choreography >12 School Educators receive exposure to Basic Directing | | | | | Access to schools without interruption to schooling | Failure to plan with schools |
| | | Provide in-service training to artists in various aspects | Develop and provide refresher courses aimed to Train Producers, | > 12 Choreographers upskilled | | | | | Thespians are capable of staging high quality productions. | Premise on Research data the necessity of intervention. |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|---|---|---|--|---|---|----------------------------------|
| | | of the performing arts sector. | Choreographers, and Thespians. | > 12 Directors upskilled > 5 Scriptwriters upskilled | | | | |
| | | Provide National Curriculum Statements Support: Stage school networks and offer support to Creative Arts Educators. | Establish alliances with Basic Education providers to present school-works. | Liaise with ECE on school works for grades for Grades 10, 11 & 12 for five-year period. Obtain RFP's from potential Service Providers in line with SCMP. Award bids: Stage productions | | School networks staged in collaboration with basic education in order to support the NCS. | Align such works and interventions to timely periods for Learner maximum benefit. | Lack of cooperation from schools |
| | | Attach outreach to Productions set to tour to rural areas and small towns. | Ensuring touring productions offer added value through development. | One youth development plan in alignment with resources for the two MTEF periods. | Provide needed development amongst previously disadvantaged groups and youth | MBTC value felt and experience in deep rural areas. | Attach development to entertainment. | Lack of sufficient resources |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|--|--|--|--|--|--|--|-------------------------------------|--|
| GOAL 7: To inherently align ourselves with the Community Arts Centers and devise a coherent advocacy strategy thus creating a symbiotic relationship which will benefit the Creative Industries. | Impart administrative knowledge and artistically empowerment to Community Arts Centers while simultaneously advocating for performing arts to be part of the center that contributes towards human and economic development. | Implement upskilling of Centre Managers in Administration and Fundraising. | Raise the number of skilled Community Arts Centre Managers and Administrative Personnel. | 18% of the plan achieved. | To improve the standard of management and administration at the CAC's. | Increased standard of knowledgeable CAC Managers in Arts Management | EC Community Arts Centers Strategy. | Lack of central planning between MBTC/DSAC /DSRAC. |
| | | Implement acceleration programme of CAC's productions. | Increase qualitative programmes coming from CAC's | Financial and Administration Training Programme for all CACM's. Schedule of training for CACM's > 18% of training achieved | To improve the qualitative productions from CAC's incubation. | Increased qualitative productions coming from CAC's | EC Community Arts Centers Strategy. | Lack of cooperation with DSRAC Districts |
| | | Implement the Community Outreach Fieldwork programme in collaboration with strategic partners. | Increase qualitative Assessment Tools for Community Fieldworkers | Production Training Programme for all CACM's. Schedule of training for CACM's > 18% of training achieved | To improve participation and enthusiasm of the community about the institution and the sector henceforth increasing audiences. | Increased enthusiasm, appreciation and knowledge of performing arts. | Audience Development Policy. | Lack of coordination |

| GOALS | Strategic Programme Objective | Measurable Objectives | Objective Statement | Performance Target | Justification | Outcomes Indicator | Resource Considerations | Risks Identified |
|-------|-------------------------------|---|---|--|--|--|---------------------------------------|---|
| | | Implement a coherent and consequential advocacy strategy. | Raise the level of performing arts sector engagements with and respect by the government. | 1 Community Outreach Fieldwork programme in place. Identification of strategic partners. 18% of outreach | To improve the quality of contribution in policy development and implementation by the performing arts sector. | Increase involvement of performing arts sector in policy development and implementation. | Performing arts development policies. | Lack of policy depth and policy facilitation resources. |