



**THE MANDELA BAY THEATRE COMPLEX (“MBTC”)  
ANNUAL PERFORMANCE PLAN  
FINANCIAL YEAR: 2024/25**

**THE MANDELA BAY THEATRE COMPLEX IS AN AGENCY  
OF THE DEPARTMENT OF SPORT, 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

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

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

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## THE ACCOUNTING AUTHORITY'S STATEMENT

It gives me pleasure to introduce the Mandela Bay Theatre Complex's (MBTC) 2024/25 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 recovery from COVID-19 pandemic as well the turmoil in the international markets to boost the economy, the MBTC had to heed 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 benefit primary stakeholders but will further advance Government's 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 06<sup>th</sup> 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 government's imperative of social cohesion across South Africa and especially in the performing arts sector.

The Annual Performance Plan was developed in the context of a concerning local and global economic outlook. The Council 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-managed performing arts 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 Council 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 APP 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 Council 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.

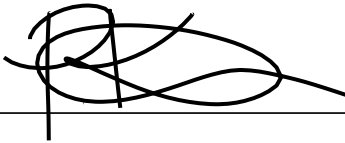
Through implementation of this strategy, the Mandela Bay Theatre Complex shall respond to its mandate, key national policy objectives and regional developments whilst at the same time improving service delivery and value add to customers. The desired impact will be achieved through steadfastly upholding its mission by:

- 1) Producing and providing a platform for a professional performing arts repertoire that is authentic and artistically excellent;
- 2) Developing the next generation of SA performing arts talent;

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- 3) Engaging, educating and developing a diverse community through the performing arts to become enthusiastic audience members and supporters.

As the Council of the MBTC, we fully endorse this plan as the guiding document for the work and focus of the MBTC for the year 2024/25 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 2024/25 APP as a vehicle to guide for implementation of 2022/23-2024/25 Strategic Plan.



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**Ms Palesa Kadi**

Chairperson: Council

The Mandela Bay Theatre Complex ("MBTC")

DATE: 30/01/2024

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## 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 benefit primary stakeholders but will further advance Government's Priority of creating a better Africa as well as contribute to the achievement of MBTC's desired impact.

As we move forward, the MBTC Council, Management and staff will focus on their strategic objectives for the 2024/25 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 and the performing arts sector in general. 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 in the society.

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. In 2022/23 we



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embarked on a long-term-year review of the MBTC, 2024/25 will see us implementing all that we reviewed and reengineered for the MBTC to adapt in its new status.

We continue to extend our 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 Council for its collective foresight in guiding the organisation successfully. I wish to express our gratitude to our partners in the provincial Department of Sport, Recreation, Arts and Culture as well as the Nelson Mandela Bay Municipality. My gratitude extends to the Theatre and Dance sector for the strengthened collaboration we witnessed in the recent past through the development and adoption of the National Theatre and Dance Policy and Strategy.

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



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**Mr Monde Ngonyama**

Chief Executive Officer

The Mandela Bay Theatre Complex (MBTC)

DATE: 30 January 2024



## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan of the Mandela Bay Theatre Complex for the period 2024/25:

- Was developed by the management of the Mandela Bay Theatre Complex under the guidance of the MBTC Council.
- Takes into account all relevant policies, legislation and other mandates for which the MBTC is responsible.
- Accurately reflects the outcomes and outputs which the MBTC will endeavour to achieve over the period 2024/25.

**Ms Xoliswa Ncoko**  
Senior Manager Planning Monitoring and Reporting

30 January 2024

Date

**Mr Lazola Mfenyana**  
Chief Financial Officer

30 January 2024

Date

**Mr Monde Ngonyama**  
Chief Executive Officer

30 January 2024

Date

**Ms Palesa Kadi**  
Council Chairperson

30 January 2024

Date

**Mr NG Kodwa MP**  
Minister of Sport, Arts and Culture

20/03/2024

Date

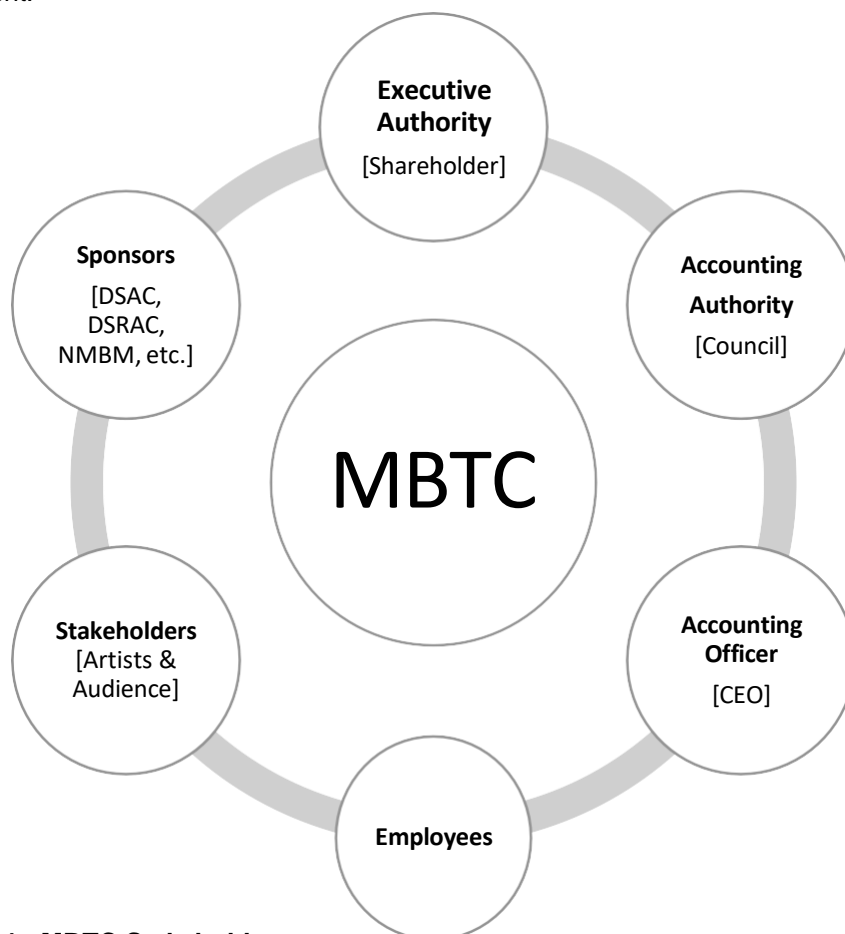
**PART A: OUR MANDATE**

**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 policymaking.
- f) Public administration must be accountable.

We were declared through a Government Gazette as the Mandela Bay Theatre Complex, MBTC, from 04 June 2021. Mandela Bay Theatre Complex shall be shortly known as Mandela Bay Theatre. The Mandela Bay Theatre is governed by the Council 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**

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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 Council Members 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 MBTC Council shall not waiver from its Legislative mandate bestowed onto it by Cultural Institutions Act and Public Finance Management Act. The MBTC Council 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) was 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 objectives of the MBTC, through a Council 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 Council of the Mandela Bay Theatre Complex administers the above objectives through a Shareholder Compact, Council Charter, and Terms of References for each of the Committees of the Council. 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.

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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 Council:

- 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” (NPD, 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, monitoring and evaluation capabilities and will help to ensure that our interventions indeed improve government outcomes and have a significant impact on society.

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## 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	<b>Administration</b>	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	<b>Administration</b>	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	<b>Administration</b>	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	<b>Business Development</b>	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	<b>Business Development</b>	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	<b>Business Development</b>	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	<b>Public Engagement</b>	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 Programmes

The Professional Programmes comprise the following:

- **Seasons for Dance, Drama and Comedy Performances** through acquisition (i.e.: ready for stage productions from Independent Producers), commission (i.e.: conceived by Independent Producers yet resourced by MBTC from paper to stage) and In-house productions (i.e., produced from scratch devised by MBTC Staff member/s from paper to stage).

##### 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. Women In Arts Manyano, | (August: Women's Month)          |
| c. Udaba Dance Festival,  | (December: Reconciliation Month) |
| d. Iphulo Drama Festival, | (March: Human Rights Month)      |

##### 4.1.3 Performing Arts Business Support

The Performing Arts Business Support programmes are aimed at lifting those who already have leapt to the higher level. The central intention is to enable them to produce ne high-quality productions. Those are:

- i) Isakhono Performing Arts Awards that are shortly referred to as Isakhono Awards. These are seven grants offered to excelling Artists to enable them to produce high-quality works. These are selected through a Public Call and resolved upon by the Council Committee.
- ii) Performing Arts Graduates Incubator, shortly called PAGI, aimed at offering Performing Arts graduates a year-long incubation ensuring that they produce at least two high-quality productions while they are exposed to the Business of Arts, Information Technology and Stage Technology. Their selection is through a public call.

### 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 Skills Development Unit which falls under the HR Department.

#### 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. Children Theatre Classes
- iii. Dance Health Lifestyle Component comprises the Dance Classes targeted to non-dancers who want to keep in shape and healthy.
- iv. Advocacy through
  - Ingoma Music Exhibition and Conference (June)
  - Imbadu: Women in Arts Business Empowerment Seminar (August)
  - Imbadu: Dance Development Seminar (September)
  - Imbadu: Community Arts Development Seminar (October)
  - Imbadu: Theatre Development Seminar (March)

### 4.3 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.

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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.

#### **4.4 Organisational Environment**

The organisational environment of the MBTC has changed since being gazetted as a public entity being sponsored by the Department of Sport, 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 Sport, 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 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 DSAC
<b>Primary Contribution</b>					
<p><b>Priority 1:</b></p> <p>Social cohesion and safe communities 2023 Impact:</p> <ol style="list-style-type: none"> <li>1. A diverse socially cohesive society with a common national identity;</li> <li>2. Improved investor perception (confidence).</li> </ol> <p>30/24</p>	<p>Promoting social cohesion through increased interaction across space, race and class:</p> <ol style="list-style-type: none"> <li>1. Promote access to cultural facilities/community arts centres and participation in arts, culture and heritage programmes.</li> </ol> <p>Increased feelings of safety in communities:</p> <ol style="list-style-type: none"> <li>1. Reduction in gender-based violence;</li> <li>2. Reduction in violence against children;</li> <li>3. Implementation of the National Action Plan (NAP) to combat racism, racial discrimination, xenophobia and related intolerance</li> </ol>	<p>A diverse socially cohesive society with a common identity:</p> <ol style="list-style-type: none"> <li>1. Increase awareness of charter of positive values and national symbols;</li> <li>2. Equalising opportunities, inclusion and redress;</li> <li>3. Increase interaction across space, race and class.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop and present content that is inclusive and relevant;</li> <li>2. Increase in the number of artists who can make effective and measurable inputs into the development sector;</li> <li>3. Develop and present productions and exhibitions in line with international standards;</li> <li>4. Transform the narrative of theatres to become inclusive spaces;</li> <li>5. Digitise the artistic collections (photos, videos, scripts) for the purposes of preservation, conservation and promotion;</li> <li>6. Increase accessibility to theatres and collections by building the MBTC's relevance to stakeholders and society, especially the youth;</li> </ol>		

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 DSAC
					7. Implement public programmes that address the social ills of society, including violence against women and children, racism and xenophobia
<b>Secondary Contribution</b>					
<p><b>Priority 2:</b></p> <p>Economic transformation and job creation 2023 Impact:</p> <p>1. Unemployment reduced to 20%-24% with 2 million new jobs, especially for youth.</p> <p>Economic growth of 2%-3% and growth in levels of investment to 23% of GDP.</p>		<p>Reduce concentration of monopolies and expanded small business sector:</p> <ol style="list-style-type: none"> <li>Facilitate the increase in the number of functional small businesses with a focus on township economies and rural development;</li> <li>Ensure inclusion of SMME's in localisation and buy local campaigns.</li> </ol> <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"> <li>Expand government spend on women, youth and persons with disabilities through preferential procurement.</li> </ol>		<p>Increased market share of and job opportunities created in sport, cultural and creative industries:</p> <ol style="list-style-type: none"> <li>A well-researched, regulated and funded AC sector;</li> <li>Support a range of cultural and creative sector initiatives;</li> <li>Expansion in new and traditional creative industry markets.</li> </ol> <p>Increased economic participation by historically disadvantaged groups</p>	<ol style="list-style-type: none"> <li>Increased procurement spends on businesses owned by women, youth and persons with disabilities;</li> <li>Young entrepreneurs (within performing arts and heritage and related sectors, such as tourism) to be supported in the MBTC's public programmes.</li> </ol>
<p><b>Priority 3:</b></p> <p>Education, skills and health Education, Skills – 2023 Impact:</p>		<ol style="list-style-type: none"> <li>Youths better prepared for further studies, and the world of work beyond Grade 9; 2)</li> </ol>		<p>Transformed, capable and professional sport, arts and culture sector:</p>	<ol style="list-style-type: none"> <li>Expansion of the MBTC Incubator programme to build the pool of skilled black, women and</li> </ol>

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 DSAC
<p>1. Access to pre-schooling expanded to 95 and quality improved;</p> <p>2. More children in foundation phase acquire levels of literacy and numeracy required for meaningful lifelong learning by 2028;</p> <p>3. Improved quality of learning outcomes in the intermediate and senior phases with inequality reduced by 2028;</p> <p>4. More learners obtain National Senior Certificates with excellent marks in critically important subjects by 2028.</p> <p>Learners and teachers feel respected, and learning improved by 2028</p>		<p>Youths leaving the schooling system more prepared to contribute towards a prosperous and equitable South Africa.</p>		<p>1. Transformed, capable and professional sport, arts and culture sector;</p> <p>2. Increased awareness of and capacity building in AC sector;</p> <p>3. AC practitioners achieve success at international events. Capacitate, organise and professionalise the AC sector.</p>	<p>youth performing arts and heritage practitioners;</p> <p>2. Co-curating and cocreating programmes for youth by providing spaces within facilities for talent development and youth related programmes;</p> <p>3. Outreach programmes that are linked to curriculum statements.</p>
<p><b>Priority 4:</b></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</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</p>



Relevant 2027/28 Priorities	2022/23-MBTC	Relevant Outcomes and Interventions	The MBTC's Aligned Outcomes and Interventions	The MBTC Alignment and Response to MBTC and DSAC
		<p>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>modernisation of systems and processes;</p> <p>5. The MBTC an employer of choice;</p> <p>6. Effective stakeholder and partnerships management</p>

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## 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

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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.

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The MBTC wishes to play a meaningful and impactful role in the local environment by providing employment performing arts and 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 performing arts,
- 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 Eastern Cape 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 co-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.

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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. 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 Performing Arts Environment, developments in the sector impacts and influences the MBTC at the sectoral level. The South African Performing Arts 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 2024/2025 BUDGET AND MTEF ESTIMATES

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

PROGRAMMES	MEDIUM TERM EXPENDITURE FRAMEWORK				
	ACTUAL 2021/122	ESTIMATED PERFORMANCE 2022/23	2023/24	2024/25	2025/26
<b>EXPENDITURE PER PROGRAMME</b>					
Programme 1: Administration		8 012 000,00	12 314 088,85	13 237 645,51	14 230 468,93
Programme 2: Business Development		13 096 000,00	12 047 031,15	13 801 808,49	18 145 694,13
Programme 2: DSAC/DSRAC Projects		8 305 000,00	10 000 000,00		
Programme 3: Public Engagement		1 652 000,00	288 880,00	310 546,00	833 836,95
		31 065 000,00	34 650 000,00	27 350 000,00	33 210 000,00
Capital Works Project		36 000 000,00			
		67 065 000,00	34 650 000,00	27 350 000,00	33 210 000,00

A detailed one-year budget for the 2024/25 - 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:
  - 2023/24 financial year at 4.23 per cent.
  - 2024/25 financial year at 4.45 per cent.
  - 2025/26 financial year at 4.49 per cent.
- The cost-of-living adjustment for employees on salary levels 1 to 12 over the 2024 MTEF is as follows:
  - 0% in 2024/25
  - CPI (4.49%) in 2025/26
- The number of positions is 37.
- Limited additions to fixed assets, R36.193 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 2024/25	%
<b>Administration</b>	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.	12 314 088	33%
	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.		
<b>Business Development</b>	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.	22 047 031	56%
	To inherently align us with the Community Arts Centre and	Impart administrative knowledge and artistically		

INSTITUTIONAL STRATEGIC PROGRAMME	GOAL STATEMENT	OBJECTIVE	BUDGET 2024/25	%
	devise a coherent advocacy strategy thus creating a symbiotic relationship which will benefit the Creative Industries.	empowerment to Community Arts Centres while simultaneously 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.		
<b>Public Engagement</b>	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.	288 880	11%
<b>Total expense budget</b>			<b>34 650 000</b>	<b>100%</b>

Programme expenditure is represented by the following source of income:

INCOME	BUDGET 2024/25	%
DSAC grant	23 000 000	66%
Administration fee (Managed Projects)	10 000 000	29%
Ticket sales	1 000 000	3%
Costume Hire	20 000	0%
Venue Hire	150 000	0%
Student Fees	280 000	1%
Interest earned	200 000	1%
<b>Total income budget</b>	<b>34 650 000</b>	<b>100%</b>

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## 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

<b>Strategic Outcome Oriented Goal 1</b>	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.
<b>Goal Statement</b>	To ensure compliance with applicable Laws, Regulations and Legislation
<b>Link to National Outcomes</b>	<b>Outcome 12:</b> 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: 2024/25

<b>Strategic Objective 1.1</b>	Compliance with the Revised White Paper on Arts, Culture and Heritage and Cultural Institutions Act.
<b>Objective Statement</b>	<ul style="list-style-type: none"> <li>Legislation and Regulations in line with King IV Code of Good Governance</li> <li>Implement good governance</li> </ul>
<b>Baseline</b>	Unqualified audit report.
<b>Indicators</b>	Conformity with sound, sustainable Corporate Governance
<b>Justification</b>	<ul style="list-style-type: none"> <li>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.</li> <li>To maintain high ethical standards that promotes the work of the MBTC.</li> </ul>

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

<b>Strategic Objective 1.3</b>	Compliance with the Labour Relations Act
<b>Objective Statement</b>	Implement Human Resources Policies and Procedures in line with the BCEA, LRA and other HR related Legislation
<b>Baseline</b>	The MBTC will participate in initiatives that will stimulate competency development as well as creating a conducive environment for performance.
<b>Indicators</b>	Conformity with relevant acts and on-time submission of accurate regulatory returns and/or reports
<b>Justification</b>	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.
<b>Link to National Outcomes</b>	<b>Outcome 12:</b> An efficient, effective and development-oriented public service,

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

<b>Strategic Outcome Oriented Goal 2</b>	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.
<b>Goal Statement</b>	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
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth <b>Outcome 11:</b> 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.

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

<b>Strategic Objective 2.2</b>	Rental revenue from the Immovable Property portfolio
<b>Objective Statement</b>	Maximise self-generated revenue by making effective use of the fixed property portfolio through rentals
<b>Baseline</b>	The MBTC will continue to pursue enhancing revenues from its immovable property portfolio.
<b>Indicators</b>	Increased rental revenue.
<b>Justification</b>	To support operational expenditure of the MBTC.
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth

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

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

<b>Strategic Objective 2.5</b>	<ul style="list-style-type: none"> <li>• Front of House (FoH) Sales</li> <li>• Increase revenue from Craft by-products from our prime carnival</li> <li>• Revenue from Dance Health Lifestyle Fees and Childrens Saturday Classes</li> </ul>
<b>Objective Statement</b>	Increase spending of FOH through effective implementation of the customer care strategy
<b>Baseline</b>	The MBTC will publicise its offerings to enhance FoH sales.
<b>Indicators</b>	<ul style="list-style-type: none"> <li>• Increased FoH sales.</li> <li>• Grow revenue from Craft sales</li> <li>• Increase membership to MBTC programmes</li> <li>• 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</li> </ul>
<b>Justification</b>	<ul style="list-style-type: none"> <li>• To support operational expenditure of the MBTC</li> </ul>
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth <b>Outcome 11:</b> Create a better South Africa and contribute to a better Africa and a better world

## Sub-Programme 1.1: Governance

### Purpose

The main purpose of the sub-programme is to adhere and observe to the letter, all legislation, regulations, and policies within which our institution operates, key amongst them being the 2018 White Paper for Arts, Culture and Heritage, the PFMA, the Cultural Institutions Act, Treasury Regulations and the LRA.

### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved governance and control environment	Enhanced corporate governance & Accountability	Improvement in the audit outcome to unqualified audit outcome	-	-	-	-	New indicator	Unqualified Audit Outcome	Unqualified Audit Outcome
		Number of organisational policies developed, reviewed and approved	-	-	-	5	5	5	5

### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Improvement in the audit outcome to unqualified audit opinion.	Unqualified Audit Outcome	-	-	Unqualified Audit Outcome	-
Number of organisational policies developed, reviewed, and approved.	5	-	-	2	3

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

Following consultation and strategic sessions with MBTC stakeholders, policies clusters identified as pertinent to the success of the organisation will be developed during the 2024/25 financial year. The entity will strive to work towards an unqualified audit outcome by ensuring that it addresses audit findings through its audit action plan. Performance



evaluations shall be concluded for council and its committees, to ensure that the council is able to meet its legislated oversight functions and that the entity will achieve a reasonable percentage of performance targets in line with its strategic goals. It is thus important for the MBTC to develop a strong policy environment and ensure good governance and accountability in order to enhance organisation effectiveness and efficiency. Ensuring good governance and accountability exponentially increases the attractiveness of the entity. It will become increasingly important for MBTC to strengthen financial management systems for accountability purposes and investing in Information Technology (IT) to enhance efficiency and mitigate IT related threats that will be addressed in the ICT strategy to be developed during 2024/25.

## Sub-Programme 1.2: Operations Management

### Purpose

The main purpose of the sub-programme is to maintain our historic theatre facilities which are a base for our artistic goals by ensuring they continue to exist for generations to come. 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. In addition, it seeks to provide overall operational management and administrative support to the units of the institution.

### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved governance and control environment	Increased organisational efficacy	Percentage of high-residual risks addressed in the risk register	-	-	-	80%	80%	80%	100%
		Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority	-	-	-	5	5	5	5
Improved facilities	Increased efforts to in ensuring incisive infrastructure	Percentage of scheduled infrastructure development plan targets achieved	New Indicator				80%	100%	
		Number of capital projects implemented	-	-	-	2	2	2	2

Improve organisational and staff performance	Increase operational impact	Percentage of HR plan targets achieved	-	-	-	80%	80%	100%	100%
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### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of high-residual risks addressed in the risk register.	80%	-	-	40%	40%
Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority	5	1	2	1	1
Number of scheduled infrastructure development plan targets achieved	80%	20%	40%	60%	80%
Number of capital projects implemented.	2	-	-	-	2
Percentage of HR plan targets achieved.	100%	-	60%	40%	100%

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

The successful completion of CAPEX projects is of paramount importance for the MBTC in 2024/25. It guarantees assets' durability, functionality and sustainability. 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 the long-term planning and delivery. The MBTC is a small organisation and faces a serious challenge of lack of skilled staff. Staff development through formal and informal training is a priority for Institutional Capacity Building through Human resource policies and strategies. The conformity with relevant acts and on-time submission of accurate regulatory returns and/or reports. HR strategies are continuously 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 are 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.

The high-residual risks indicator will ensure the identification of strategic and operational risks and measure the degree to which all assigned risk tasks have been address, thus exponentially increasing the governance and accountability levels of the organisation. Through the indicator that measures the number of audited financial and performance

information reports, the entity commits itself to adhering to accountability prescripts of the Public Financial Management Act. Compliance with other applicable Laws, Regulations and Legislation will warrant conformity with Corporate Governance.

### Sub-Programme 1.3: Financial Sustainability

#### Purpose

The main purpose of the sub-programme seeks 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. To ensure this is attained the following will be observed:

#### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved generation of own revenue	Increased revenue	Amount of own revenue generated (R000')	-	-	-	R190	R1 000	R1 000	R2 000

#### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Amount of own revenue generated. (R000's)	1 000	150	450	700	1000

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

To ensure the achievement of the planned target, performance and expenditure reports developed and submitted whilst effective and reliable programming will be maintained. The successful completion of the infrastructure development plan target will further guarantee increased self-generated revenue by making effective use of the fixed property portfolio through rentals, ticket sales and front of house sales. These are all dependent on the quality of productions and festival and the marketing strategies and audience development plans of the institution.

## Sub-Programme 1.4: Project Management Services

### Purpose

The main purpose of the sub-programme is to ensure that managed programmes of partners are administered in a manner that does not bring disrepute to the MBTC with risk mitigation measures in place. It further seeks to diversify revenue streams to increase self-generated revenue through project administration fees.

### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Improved generation of own revenue	Increased revenue	Increased potential of own revenue generated (R000')	New indicator				3 000	3 500	

### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Increased potential of own revenue generated (R1000')	3 000	1 900	-	2 300	3 000

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

The sub-programme is meant for managed programmes derived from local, provincial, national, and international partners for the betterment of the performing arts sector. Management continues to pursue existing local and international partnerships. In addition to the appropriated baseline allocation from DSAC, MBTC has multi-year partnerships with DSAC and NMBM where mandated programmes are administered on 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. MBTC will further continue to raise sponsorship and donor revenue by building relationships with the Corporate and Public Sectors. Such partnerships will provide added financial and non-financial support to artists within the performing arts sector. Through MBTC Self-Income Generating Strategy will strive through better customer service leading to trust to retain its partners.

**PROGRAMME 1: GOVERNANCE - RESOURCE CONSIDERATIONS**

Economic Classification	Audited Actual Expenditure			2023/24	2024/25	2025/26	2026/27
	2020/21	2021/22	2022/23	Estimate Expenditure	MTEF Projection	MTEF Projection	MTEF Projection
Current Payment - Compensation of Employees	-	-	10 265	15 532	18 456	19 790	20 861
Good and Services, etc.	-	-	34 357	24 408	30 151	18 899	19 765
Payment of capital assets: Building and other fixed structure machinery, software & equipment	-	-	-	-		5 898	6 168
<b>Total</b>	<b>-</b>	<b>-</b>	<b>44 622</b>	<b>39 940</b>	<b>48 607</b>	<b>44 587</b>	<b>46 794</b>

## 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

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

### Outcomes, outputs, performance indicators and targets: 2024/25

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

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

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

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

<b>Strategic Objective 3.4</b>	<ul style="list-style-type: none"> <li>To promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy</li> <li>Build loyal audiences while growing and grooming new and diverse consumers of theatre and our programmes</li> <li>Marketing: implement marketing strategy</li> <li>Establish media partnerships to promote the MBTC</li> </ul>
<b>Objective Statement</b>	Effective implementation of the marketing strategy to ensure increased visibility, recognition and publicity of the MBTC production and brand
<b>Baseline</b>	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.
<b>Indicators</b>	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
<b>Justification</b>	<ul style="list-style-type: none"> <li>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</li> <li>Ensure market awareness and recognition of the MBTC and its productions</li> </ul>
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth <b>Outcome 11:</b> Create a better South Africa and contribute to a better Africa and a better world

<b>Strategic Objective 3,5</b>	Audience Development: Implement audience development strategy. Increase audience attendance
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<b>Objective Statement</b>	Audience development to ensure increased audience numbers for In-house and renting productions
<b>Baseline</b>	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.
<b>Indicators</b>	Audience development to ensure increased audience numbers for In-house and renting productions
<b>Justification</b>	<ul style="list-style-type: none"> <li>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</li> <li>Increase audience attendance and the diversity of audiences visiting the MBTC</li> </ul>
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth <b>Outcome 11:</b> Create a better South Africa and contribute to a better Africa and a better world.

<b>Strategic Objective 3.6</b>	Patron satisfaction: Conduct 'patron satisfaction' surveys
<b>Objective Statement</b>	Conduct audience surveys to assess brand satisfaction levels by measurement of patron satisfaction
<b>Baseline</b>	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
<b>Indicators</b>	Conduct audience surveys to assess Brand Satisfaction levels by measurement of patron satisfaction
<b>Justification</b>	Essential for feedback on market appreciation of the MBTC and programmes
<b>Link to National Outcomes</b>	<b>Outcome 4:</b> Decent employment through inclusive growth <b>Outcome 11:</b> Create a better South Africa and contribute to a better Africa and a better world.



## Sub-Programme 2.1: Artist Programme and Productions

### Purpose

The main purpose of the sub-programme is to acquire or commission from independent producers and produce internal productions, which translates to excellently developed performing arts productions. To ensure that the brand of the institution is associated with excellence and content that is not demeaning to any person. It must provide an entertaining and educative experience to audiences. It must ensure pride, confidence and satisfaction to funders and paying patrons.

### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Sustained showcasing of performing arts practitioners through staging of shows	Increased diversity of productions. Increased artist's job creation	Number of productions staged per year.	-	-	-	21	7	7	10
		Number of festivals staged per year.	-	-	-	6	4	4	4
Increase theatre patronage									

### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of productions staged per year	7	2	1	2	2
Number of festivals staged per year	4	1	1	1	1

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

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. MBTC will achieve this by presenting a diverse programme consisting of drama and musicals, exhibitions, music, and comedy. in-house festivals to include national celebration days. Increased diversity of productions and staged festival will create jobs. These could be produced through varied models, namely Acquisition, Commissioning, Co-Production, and In-House Productions. MBTC will further ensure that a percentage of women, youth and people with disabilities benefits from its diverse programmes thereby contributing to the achievement of the strategic and policy imperative to prioritise women, youth and people with disabilities. The programme also includes Isakhono Awards, a facility for capable and reputable producers to stage their shows on an equitable profit share basis. Or, in the case of the Arts Research and Writing Fellow, produce opinion and journalistic works that promote performing arts.

## Sub-Programme 2.2: Partnerships and Community Outreach

### Purpose

The main purpose of the sub-programme is to inherently align MBTC with the community arts centres and devise a coherent advocacy strategy thus creating a symbiotic relationship, which will benefit the creative industries.

### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increase theatre patronage	Increased consumption of artistic content	Number of community outreach activities undertaken	New indicator				4	4	

### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of community outreach activities undertaken.	4	1	1	1	1

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

The sub-programme provides communities, performing arts organisations and individuals opportunities for participation in arts and cultural activities through ensuring that productions are set to tour to rural areas and small towns, upskilling of centre managers in Administration and Fundraising, improved qualitative productions from Community Art Centres and on-going participation by communities in the programme. The MBTC may enter into partnership with any other theatre or cultural organisation to fulfil its objectives in advancing institutional goals.

### Sub-Programme 2.3: Audience Development

#### Purpose

The main purpose of the sub-programme is to promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy.

#### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increase theatre patronage	Increased audience attendance	Number of marketing activities undertaken and aligned to the approved marketing strategy	New indicator				4	4	

	Increased market appreciation	Audience development plan developed and approved for each production and festival of the artistic calendar	New indicator	12	12
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### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of marketing activities undertaken and aligned to the approved marketing strategy	4	1	1	1	1
Audience development plans and institutional promotional plan developed and approved for each production and festival of the artistic calendar	12	3	2	4	3

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

MBTC will promote and expand its content appreciation and consumption by providing for diversified audiences through the Audience Development Policy and effective implementation of the Marketing Strategy. It will establish media partnerships which will promote MBTC and its programmes, build loyal audiences while growing and grooming new and diverse consumers of theatre and our programmes. Marketing plans with clear timelines in line with the approved marketing strategy will be developed, approved and implemented for each production, festival and any other marketing related activity in the calendar year within the institution.

To increase the ability to attract more resources the MBTC is working towards the reconfiguration of its branding architecture. This will ensure that an integrated system of names, symbols and corporate colours consolidate all MBTC's service offerings into a uniform principal brand and may have different inter-linked sub-brands. The new brand will be widely promoted, as a recognisable brand increases the funding attractiveness of the entity. 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. Effective implementation of the Marketing Strategy to ensure increased visibility, recognition and publicity of the MBTC productions and Brand. Other audience development initiatives are being explored to draw diverse audiences and the media and business development are being utilised to full advantage. Audience development to ensure increased audience numbers for Inhouse and Renting productions. promote and expand our content appreciation and consumption by providing for diversified audiences through the Audience Development Policy.

**PROGRAMME RESOURCE CONSIDERATIONS**

Economic Classification	Audited Actual Expenditure			Estimate Expenditure	Medium-Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Current payment – Compensation of Employees	-	-	0	7 153	7 690	8 267	8 721
Goods and Services, etc.	-	-	26 102	15 950	20 141	9 880	10 312
<b>Total</b>	-	-	<b>26 102</b>	<b>23 103</b>	<b>27 831</b>	<b>18 147</b>	<b>19 033</b>

### 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

<b>Strategic Outcome Oriented Goal 4</b>	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.
<b>Goal Statement</b>	Provide training and development to emerging performing artists and equally in-service those with long service in the industry
<b>Link to National Outcomes</b>	<b>Outcome 5:</b> A skilled, capable workforce to support an inclusive growth path. <b>Outcome 11:</b> Create a better South Africa and contribute to a better Africa and a better world <b>Outcome 14:</b> Leading nation building and transformation through social cohesion.

#### Outcomes, outputs, performance indicators and targets: 2024/25

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

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

### Sub-Programme 3.1: Artist Education and Development

#### Purpose

The main purpose of the programme is 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. Additionally, the continuous engagements with the performing arts industry will be at the core of programme.

#### Outcomes, outputs, performance indicators and targets: 2024/25

Outcomes	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increase the use of theatre facilities	Increased utilisation of theatre facilities	Number of engagements with potential clients.	-	-	-	4	4	4	4
	Increased consumption of creative content	Number of items of creative content developed and distributed.	-	-	-	1	1	8	8
Increase theatre patronage	Increased community participation, policy engagements and implementation	Number of engagements focused on performing arts industry.	-	-	-	4	3	12	12
Performing arts practitioners developed	Creative and Technical Skills transfer	Number of skills trainings and development programmes conducted per year.	-	-	-	7	7	7	7



### Output Indicators: Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of engagements with potential clients.	4	1	1	1	1
Number of items of creative content developed and distributed.	8	2	2	2	2
Number of engagements focused on performing arts industry.	12	3	3	3	3
Number of skills trainings and development programmes conducted per year.	7	2	3	1	1

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

Engaging potential clients will contribute towards increased revenue and theatre exposure. Content created and produced from productions and festivals will be placed on digital platform to generate more income, create jobs, and reach far and wide markets through digital innovation. Formal and informal training as well as industry-specific learning opportunities, such as tours and cultural exchanges, basic directing, basic choreography, CAC managers' training, exposure of school learners to performing arts sector, school networks staged in collaboration with basic education to support the NCS, Financial and Administration Training Programme for all CAC Managers, Arts management, sector policy engagements are some of the focus initiatives that could lead to increased involvement in the performing arts sector. These interventions will drastically increase the sustainability of the industry whilst reducing the vulnerability of beneficiaries within the sector.

### PROGRAMME 3: PUBLIC ENGAGEMENT - RESOURCE CONSIDERATIONS

Economic Classification	Audited Actual Expenditure			Estimate Expenditure	Medium-Term Expenditure Estimate		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Current payment – Compensation of Employees	-	-	-	-	-	-	-
Goods and Services, etc.	-	-	0	1 559	2 000	524	549
<b>Total</b>	-	-	0	1 559	2 000	524	549

### Updated key risks and mitigation from the SP

OUTCOME	KEY RISKS	RISK MITIGATION
To Augment state funding	Theatre and Offices/Facilities not consistent with the business model	Procure the CR68 Offices to avoid lease costs
	Budget Constraints negatively affecting sustainability and going concern of the entity	<ol style="list-style-type: none"> <li>1. Apply for funding from solidarity fund, DSRAC and Private Sector.</li> <li>2. Procurement of laptops and 3G to enable working from home</li> <li>3. Ratios performed annually: performance, liquidity, solvency</li> <li>4. Cash flow reviewed monthly.</li> <li>5. Budgets realigned if the need arises (prioritization).</li> <li>6. Quarterly marketing campaigns are held</li> </ol>
	Inability for MBTC to meet strategic objectives to achieve mandate and strategic objectives and goals (Lack of implementation strategy and funding of programme costs)	<ol style="list-style-type: none"> <li>1. Restructuring exercise should be undertaken.</li> <li>2. The organizational organogram, job descriptions and KPI's have been developed, but need alignment to the programmes/strategic priorities.</li> <li>3. A skills audit is to be completed yearly.</li> <li>4. Job profiles, job grading and salary structure have to be reviewed.</li> <li>5. Performance evaluation and monitoring in initial stages of implementation.</li> <li>6. Performance management reward system has to be established and implemented.</li> </ol>
	Lack of holistic and inclusive research and education	<ol style="list-style-type: none"> <li>1. Memorialisation project / Interpretation Strategy – finding new places to interpret (to conserve items)</li> </ol>
To promote and expand our content appreciation and consumption	Reputational risk - Increase in events/production cancellations	<ol style="list-style-type: none"> <li>1. Feasibility study and business case/profiling to be completed for MBTC as a new Public Entity</li> <li>2. Virtual tours of MBTC should stimulate support.</li> <li>3. Maintaining and repairing infrastructure.</li> <li>4. Upgrade and replacement of old infrastructure components.</li> <li>5. Feasibility study for in-house production vs receiving-house model completed.</li> <li>6. Analysis of cause of breaks and time taken to return to operations conducted</li> </ol>
To adhere and observe to letter all Laws, Regulations and Legislation within which our institution operates	Compromised data security and integrity - Information may be leaked to stakeholders by staff, Council and connected stakeholders	<ol style="list-style-type: none"> <li>1. The CEO deals with all media related queries in an official manner.</li> <li>2. Communication Policy to be developed and completed.</li> <li>3. Infringements form part of the DC policy and as well as employment contract. The penalty that it attracts is reasonably known.</li> <li>4. Communication at departmental meetings.</li> </ol>

		<ul style="list-style-type: none"> <li>5. Staff satisfaction surveys</li> <li>6. Ensuring that new staff are signing code of conduct and HR policies when they start, including prohibited behaviour.</li> <li>7. NEHAWU union in place with meetings between union and management (platform)</li> <li>8. HR Grievance policies and procedures in place (platform).</li> </ul>
	Non-Compliance to OHS	<ul style="list-style-type: none"> <li>1. Fire compliance achieved for MBTC.</li> <li>2. Incident and reporting procedure SOP developed.</li> <li>3. Internal Audit reviewed OHS plan and policy.</li> </ul>
	Fraud and corruption	<ul style="list-style-type: none"> <li>1. Financial and cash controls in place.</li> <li>2. Fraud risk assessments in progress.</li> <li>3. Fraud risk strategy and policies have been developed and approved.</li> <li>4. Areas of concern are identified and investigated.</li> <li>5. Business conflict reviews performed by service provider and internally.</li> <li>6. Fraud hotline has been set up and fraud awareness posters are circulated.</li> </ul>
To maintain our Historic Theatre facilities	Inadequate strategic positioning of the organisational structure	<ul style="list-style-type: none"> <li>1. Departmental meetings are held</li> <li>2. Quarterly newsletter</li> <li>3. Platforms to discuss labour disputes</li> <li>4. Legal consultation taken at each step of organisational review.</li> <li>5. No retrenchment to occur, reducing risk.</li> <li>6. Recognition agreement with Union should be put in place.</li> <li>7. Performance management rewards process created</li> <li>8. Employee satisfaction survey - to be completed in April 2023</li> </ul>
	Deteriorating infrastructure of the MBTC Theatres	<ul style="list-style-type: none"> <li>1. Committees have been set up to operationalise Infrastructure Development Programme. Corporate Services Committee and ARC will exercise oversight</li> <li>2. Maintenance Agreement must be signed for multiple years in order to ensure that all maintenance issues are addressed.</li> <li>3. Council has sent a letter to the Minister of DSAC indicating challenges and issues related to the infrastructure maintenance matter.</li> <li>4. Documented UAMP in place.</li> <li>5. MBTC to undertake certain projects below R500k</li> </ul>

	<p>Natural disasters that threaten the livelihood of artist and the existence of the institution.</p>	<ol style="list-style-type: none"> <li>1. Controlled fire burns to reduce combustible biomass on Island.</li> <li>2. Fire equipment detection and extinguishers on premises.</li> <li>3. Safety regulations followed on all MBTC premises.</li> <li>4. Strategic partnerships with CoCT Disaster Risk Management and Fire Department.</li> <li>5. Backups stored on iCloud and regular maintenance of other facilities to identify and rectify fire risks.</li> <li>6. Diesel generator for generation of electricity/power.</li> <li>7. Build water storage system, where grey water is used for toilets.</li> <li>8. Set up medical aid benefit that provides assistance with day/night medical emergencies.</li> <li>9. Business Continuity Strategy Developed</li> <li>10. OHS plan and policies developed and implemented</li> </ol>
	<p>Weak IT Governance and Infrastructure management.</p>	<ol style="list-style-type: none"> <li>1. ICT Strategy in place</li> <li>2. Install software to improve the security of the network and exchange server.</li> <li>3. All ICT policies have been updated and approved (2018 &amp; 2019).</li> <li>4. Backup solution implemented for MBTC files.</li> <li>5. VOIP implemented.</li> <li>6. Intranet developed and populated.</li> <li>7. Service schedule drafted to deal with prioritising IT helpdesk requests</li> <li>8. Disaster recovery testing done in 2019</li> <li>9. Intrusion testing (partial)</li> </ol>
<p>To inherently align us with the Community Arts Centre and devise a coherent advocacy strategy</p>	<p>Loss of intangible creatives heritage information sources</p>	<ol style="list-style-type: none"> <li>1. Digitisation of the archives of MBTC</li> <li>2. Develop research agenda focusing on core areas of creative industry and how academic partnerships can contribute research.</li> <li>3. Discuss the intangible property rights related to narratives.</li> <li>4. Digitisation Strategy</li> <li>5. Develop or influence educational/skills-based programmes</li> <li>6. Formalise and harmonise relations with key industry stakeholders.</li> </ol>
	<p>Loss of important or needed stakeholders.</p>	<ol style="list-style-type: none"> <li>1. Currently some of the stakeholder relationships are governed by MoU's.</li> <li>2. Some of the stakeholder relationships are linked to statutory relationships (i.e. DAC).</li> <li>3. Communication policy to be developed</li> <li>4. Stakeholder strategy /plan to be drafted and provided to Council for approval</li> </ol>

<p>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</p>	<p>A unique consistent visitor experience is not achieved</p>	<ol style="list-style-type: none"> <li>1. Operational Plan/Marketing Plan designed with KPI's for each operational touch point</li> <li>2. Unit managers working closer together after all operational departments moved under Senior Manager PMR.</li> <li>3. Narrative training based on the Performing Arts/Creative Industry imperatives.</li> <li>4. Areas of improvement is identified for training programmes.</li> <li>5. Improved performance management system has been introduced.</li> <li>6. Complaints are analysed monthly.</li> </ol>
<p>To promote and expand our content appreciation and consumption</p>	<p>Inability to disseminate information about MBTC to a broader audience.</p>	<ol style="list-style-type: none"> <li>1. Educational outreach should be held across the provinces (at schools) annually to information about MBTC.</li> <li>2. Academic seminars are held annually</li> <li>3. Fundraising is done to assist with budgetary constraints</li> <li>4. Relationship with Education Department and Creative Industry stakeholders formalised</li> </ol>

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## 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 Council:** The item on GBV is on all agendas of the MBTC including Staff Meetings, Council Meetings and Committees of the Council. 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.

## 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 D: TECHNICAL INDICATORS

### PROGRAMME 1: ADMINISTRATION

#### Sub-Programme 1.1: Governance

<b>Indicator Title 1</b>	<b>Number of organisational policies developed, reviewed, and approved.</b>
<b>Definition</b>	The purpose of the indicator is to develop, and review outdated organisational policies. Performance is measured by quantifying the number of policies developed, 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.
<b>Source of Data</b>	Minutes of meetings tabling and approving policies
<b>Method of Calculation or Assessment</b>	Performance is assessed in a quantitative manner by counting the number of policies developed, reviewed, and approved - 5 policies per year.
<b>Means of Verification</b>	Number of policies approved by the Council
<b>Assumptions</b>	Management develops and review identified policies and Council are available for approval.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Targeted performance is desirable
<b>Indicator Responsibility</b>	Senior Manager Planning Monitoring and Reporting

<b>Indicator Title 2</b>	<b>Improvement in the audit outcome to unqualified audit outcome.</b>
<b>Definition</b>	The indicator measures the effectiveness of developed and implemented internal controls for effective and efficient financial management, organisational 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.
<b>Source of Data</b>	Auditors report

Method of Calculation or Assessment	Opinion as per audit outcome
Means of Verification	AGSA Report
Assumptions	Fair and complete report
Disaggregation of Beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation (where applicable)	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Annually
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Chief Financial Officer (CFO)

### Sub-Programme 1.2 Operations Management

Indicator Title 3	<b>Percentage of scheduled infrastructure development plan targets achieved.</b>
Definition	To ensure that the MBTC facilities meet prescribed safety requirements, are accessible to all communities and are of a world class standard. Ensure the condition of the historical assets and functional assets are assessed and well looked after thus reduce replacement frequency.
Source of Data	Quarterly Infrastructure Development Plan Report.
Method of Calculation or Assessment	Count the number of infrastructure development deliverables/tasks completed as a percentage of total planned deliverable/tasks – 80%.
Means of Verification	Development Plan Report submitted to relevant authority.
Assumptions	Accurate and complete report
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable



Indicator Responsibility	Chief Financial Officer (CFO).
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Indicator Title 4	<b>Number of capital projects implemented.</b>
Definition	To ensure that the MBTC facilities meet prescribed safety requirements, are accessible to all communities and are of a world class standard.
Source of Data	Quarterly Capital Project Progress Report.
Method of Calculation or Assessment	Count the number of project completion certificates issued 2 projects completed (Main and Barn Theatres)
Means of Verification	Project Progress Report
Assumptions	Accurate and complete report
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Chief Financial Officer (CFO).

Indicator Title 5	<b>Percentage of HR plan targets achieved.</b>
Definition	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 of Data	Quarterly HR Plan Report.
Method of Calculation or Assessment	Count the number of HR achieved activities as a percentage of total HR Plan goals – 100% quarterly tasks completed.
Means of Verification	HR Plan Report with achieved goals submitted
Assumptions	Accurate and complete report
Disaggregation of beneficiaries (where applicable)	Target for women: 4 Target for youth: Not applicable Target for people living with disabilities:2
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A

Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Human Resource Manager (HRM)

<b>Indicator Title 6</b>	<b>Percentage of high-residual risk addressed in the risk register.</b>
Definition	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 of Data	Risk Register.
Method of Calculation or Assessment	Number of high-residual risks addressed as a percentage of total high-residual risks identified. 80% of high-residual risks addressed - Simple Count.
Means of Verification	High-residual risks identified, resolved, and verified by Audit and Risk Committee
Assumptions	Adequate controls are implemented to reduce the high-residual risks to an acceptable level.
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Increased percentage of resolved high-residual risks
Indicator Responsibility	Chief Financial Officer (CFO) and Risk Compliance Manager

<b>Indicator Title 7</b>	<b>Quarterly and Annual Financial &amp; Performance Information Report submitted timeously to relevant authority.</b>
Definition	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 of Data	Quarterly Financial (In-Year-Monitoring) and Performance Information Reports.

		Annual Financial Statements & Annual Performance Report (Considered as one submission). 5 Reports submitted.
Method of Calculation or Assessment	of or	Reports are calculated quantitatively by calculating the number of reports issued to the relevant authority.
Means of Verification		Proof of submission of relevant reports to relevant authority
Assumptions		Reports are approved by Council and submitted timeously to relevant authority
Disaggregation of beneficiaries (where applicable)	of	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation		Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type		Non-Cumulative
Reporting Cycle		4 Quarterly Reports and 1 Annual Report.
Desired Performance		Targeted performance is desirable
Indicator Responsibility		Chief Finance Officer (CFO) and Senior Manager Planning, Monitoring and Reporting (PMR)

### Sub-Programme 1.3: Financial Sustainability

Indicator Title 8		<b>Amount of own revenue generated.</b>
Definition		Produce qualitative works that will please the paying audience to increase our revenue.
Source of Data		Accounting records – revenue from exchange transaction account.
Method of Calculation or Assessment		Quantitative.
Means of Verification		Ticket Sales and Rental Revenue
Assumptions		Functional accounting system
Disaggregation of beneficiaries (where applicable)		Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation		Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type		Cumulative
Reporting Cycle		Quarterly.

Desired Performance	Higher performance than target is desirable
Indicator Responsibility	Chief Financial Officer (CFO) and Executive Producer (EP)

#### Sub-Programme 1.4: Project Management Services

Indicator Title 9	<b>Increased potential of own revenue generated.</b>
Definition	Produce qualitative works that will please the paying audience to increase our revenue.
Source of Data	Accounting records – revenue from exchange transaction account.
Method of Calculation or Assessment	Quantitative.
Means of Verification	Letter and/or contracts confirming funds received
Assumptions	Functional accounting system
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly.
Desired Performance	Higher performance than target is desirable
Indicator Responsibility	Chief Financial Officer (CFO)

### PROGRAMME 2: BUSINESS DEVELOPMENT

#### Sub-Programme 2.1: Artist Programme and Productions

Indicator Title 10	<b>Number of productions staged per year.</b>
Definition	Promote excellence in the performing arts sector and create jobs.
Source of Data	Approved AED Implementation Plan, Beneficiary Attendance Registers, production archival records
Method of Calculation or Assessment	Each production is counted as 1 with 7 individual productions for the year.
Means of Verification	Close-out Reports.

Assumptions	All productions are successfully implemented as per AED calendar
Disaggregation of beneficiaries (where applicable)	Target for women: 15 Target for youth: 50 Target for people living with disabilities: 5
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Executive Producer (EP)

Indicator Title 11	<b>Number of festivals staged per year.</b>
Definition	Promote excellence in the performing arts sector and create jobs.
Source of Data	Approved AED Implementation Plan, Beneficiary attendance registers, festival implementation plan
Method of Calculation or Assessment	Each festival is counted as 1 with 4 individual festivals for the year.
Means of Verification	Close-out Reports
Assumptions	All festivals are successfully implemented as per AED calendar
Disaggregation of beneficiaries (where applicable)	Target for women: 15 Target for youth: 50 Target for people living with disabilities: 5
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Executive Producer (EP)

### Sub-Programme 2.2: Partnerships and Community Outreach

<b>Indicator Title 12</b>	<b>Number of community outreach activities undertaken</b>
<b>Definition</b>	Partnerships and community outreach strategies implemented for the benefit of the Eastern Cape communities
<b>Source of Data</b>	Approved AED Implementation Plan, Attendance Registers, presentations
<b>Method of Calculation or Assessment</b>	Simple count: 4 activities for the year.
<b>Means of Verification</b>	Programme Report
<b>Assumptions</b>	All community outreach activities are implemented as per AED calendar
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: 15 Target for youth: 50 Target for people living with disabilities: 5
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Targeted performance is desirable
<b>Indicator Responsibility</b>	Executive Producer (EP)

### Sub-Programme 2.3 Audience Development

<b>Indicator Title 13</b>	<b>Number of marketing activities undertaken and aligned to the approved marketing strategy.</b>
<b>Definition</b>	Implementation of the marketing strategy through developed marketing plans.
<b>Source of Data</b>	A marketing plan prepared and approved for each production and festival of the calendar year
<b>Method of Calculation or Assessment</b>	One marketing plan with rates reports per activity. 4 consolidated quarterly marketing plans for the year.
<b>Means of Verification</b>	Marketing Reports
<b>Assumptions</b>	Accurate and complete reports
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A

	Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Executive Producer

Indicator Title 14	<b>Audience development plan and institutional promotional plan developed and approved for each production and festival of the artistic calendar.</b>
Definition	An audience development plan must be developed for each production and festival of the annual artistic calendar for increased new and diverse consumers of the theatre.
Source of Data	Audience development plan per production and production and audience development report.
Method of Calculation or Assessment	Simple count. 11 individual audience development reports for the year and one institutional promotional plan report.
Means of Verification	Programme Reports
Assumptions	Accurate and complete reports.
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Marketing and Branding Manager

## PROGRAMME 3: PUBLIC ENGAGEMENT

### Sub-Programme 3.1 Artist Education and Development

<b>Indicator Title 15</b>	<b>Number of engagements with potential clients.</b>
<b>Definition</b>	Implement programmes to grow the business of the MBTC to audiences and to raise sufficient income to support the programmes of the MBTC.
<b>Source of Data</b>	Attendance registers, minutes of meetings or copies of presentations.
<b>Method of Calculation or Assessment</b>	Simple count of the number of engagements held. 4 engagements for the year.
<b>Means of Verification</b>	Engagements Reports
<b>Assumptions</b>	Accurate and complete reports
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Quarterly.
<b>Desired Performance</b>	Targeted performance is desirable
<b>Indicator Responsibility</b>	Chief Executive Officer (CEO) and Executive Producer (EP)

<b>Indicator Title 16</b>	<b>Number of items of creative content developed and distributed.</b>
<b>Definition</b>	Produce qualitative artistic works that will appeal to audiences ensuring continued support of the institution.
<b>Source of Data</b>	Artistic content developed and distributed
<b>Method of Calculation or Assessment</b>	Simple count of the artistic works produced. 8 per year
<b>Means of Verification</b>	Artistic content captured distributed on public platforms.
<b>Assumptions</b>	Accurate and complete reports
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A



Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Executive Producer (EP)

Indicator Title 17	<b>Number of engagements focused on performing arts industry.</b>
Definition	To engage with the sector associations and practitioners to increase capacity building and empowerment of the sector.
Source of Data	Attendance registers, copies of presentations and/or engagement programme.
Method of Calculation or Assessment	Simple count of the number of engagements held. 9 engagements for the year.
Means of Verification	Engagements Reports
Assumptions	Accurate and complete reports
Disaggregation of beneficiaries (where applicable)	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
Spatial Transformation	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Targeted performance is desirable
Indicator Responsibility	Chief Executive Officer (CEO) and Executive Producer (EP)

Indicator 18	<b>Number of skills trainings and development programmes conducted per year.</b>
Definition	To provide upskilling programs to the artists focusing on the aspects of the value chain in the performing arts sector.
Source of Data	Attendance registers, skills training, and programme/material
Method of Calculation or Assessment	Simple count the skills trainings of programmes offered, 7 conducted per year.
Means of Verification	Planned skills training and development interventions are undertaken as per approved skills development plan.

<b>Assumptions</b>	Availability of experienced mentors with understanding of performing arts industry and business administration. Collaboration with training centres, experienced artists and similar PAIs
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: Not applicable Target for youth: Not applicable Target for people living with disabilities: Not applicable
<b>Spatial Transformation</b>	Contribution to spatial transformation priorities: N/A Spatial impact area: N/A
<b>Calculation Type</b>	Non-Cumulative.
<b>Reporting Cycle</b>	Annual.
<b>Desired Performance</b>	Targeted performance is desirable
<b>Indicator Responsibility</b>	Skills Development Officer

## Annexures to the Annual Performance Plan

### ANNEXURE A – REVISION TO THE STRATEGY PLAN FOR THE 2024/25 ANNUAL PERFORMANCE PLAN INDICATORS

#### 1. Background

MBTC has recently embarked on an Annual Review of its strategy in line with Section 30.1.3 of Treasury Regulations which prescribes that the strategic plan must:

- a) Cover a period of three years;
- b) Include objectives and outcomes as identified by the executive authority;
- c) Be reviewed and updated where necessary annually.

Therefore, the strategy review modified the strategy and the Annual Operational Plan in response to emerging issues and changes within the organisational and external factors.

#### 2. Reasons for Revisions

The strategy revision was informed and underpinned by the following:

- A need to analyse gaps in the existing Strategy Plan that necessitated its modification to effectively respond to emergent organisational changes and external factors.
- Priorities key strategic programmes for implementation in 2024/25 financial year, in line with available resource allocation.
- Revise the strategic and operational risks that may hinder the execution of the 3-year strategy.

#### 3. Revisions

##### 3.1 Part C: Measuring Impact

- a) The programmes were strengthened through the inclusion of sub-programmes for a more programmatic approach. This allows for MBTC to report on broad programmes instead of sector-based approach. The following constitute changes that have been effected into the Annual Performance Plan 2024/25.

Programmes	Old	Changes (Yes/No)	New
Programme 1: Administration			The programme has now been sub-divided into sub- programmes
	-	Yes	Sub-Programme 1.1: Governance
	-	Yes	Sub-Programme 1.2: Operations Management
	-	Yes	Sub-Programme 1.3: Financial Sustainability
	-	Yes	Sub-Programme 1.4: Project Management Services
Programme 2: Business			The programme has now been sub-divided into sub- programmes



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Development	-	Yes	Sub-Programme 2.1: Artistic Programme and Productions
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	-	Yes	Sub-Programme 2.2: Partnerships and Community Outreach
	-	Yes	Sub-Programme 2.3: Audience Development
Programme 3: Public Engagement			The programme now has a sub-programme
	-	Yes	Sub-Programme 3.1: Artist Education and Development

b) The following changes have been effected in the performance indicators

Programmes	Sub Programmes	Performance Indicator – Old	Performance Indicator – New
Programme 1: Administration		Percentage of previous audit findings addressed	<ul style="list-style-type: none"> <li>• <i>Discontinued</i> and addressed in the indicator under Sub-Programme 1.1 - Improvement in the audit outcome to unqualified audit outcome.</li> </ul>
	Sub-Programme 1.1: Governance	Number of organisational policies reviewed and approved	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.1 - Number of organisational policies developed, reviewed and approved (<i>Rewording</i>)</li> </ul>
			<ul style="list-style-type: none"> <li>• Improvement in the audit outcome to unqualified audit outcome</li> </ul>
	Sub-Programme 1.2: Operations Management	Percentage of scheduled maintenance plan targets achieved	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.2 - Percentage of scheduled infrastructure development plan targets achieved (<i>Revised</i>)</li> </ul>
		Number of capital projects implemented	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.2</li> </ul>
		Percentage of HR plan targets achieved	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.2</li> </ul>
		Percentage of high-residual risk addressed in the risk register	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.2 - Percentage of high-residual risks addressed in the risk register (<i>Rewording</i>)</li> </ul>
	Quarterly and Annual Financial & Performance Information Report submitted timeously to relevant authority	<ul style="list-style-type: none"> <li>• Indicator allocated under Sub-Programme 1.2</li> </ul>	

	Sub-Programme 1.3: Financial Sustainability	Amount of own revenue generated	<ul style="list-style-type: none"> <li>Indicator allocated under Sub-Programme 1.3 - Amount of own revenue generated (R000') <i>(Rewording)</i></li> </ul>
	Sub-Programme 1.4: Project Management Services	-	<ul style="list-style-type: none"> <li>Increased potential of own revenue generated</li> </ul>
Programme 2: Business Development	Sub-Programme 2.1: Artist Programme and Productions	Number of productions staged per year.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 2.1</li> </ul>
		Number of festivals staged per year.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 2.1</li> </ul>
	Sub-Programme 2.2: Partnerships and Community Outreach	-	<ul style="list-style-type: none"> <li>Number of community outreach activities undertaken</li> </ul>
	Sub-Programme 2.3: Audience Development	-	<ul style="list-style-type: none"> <li>Number of marketing activities undertaken and aligned to the approved marketing strategy</li> </ul>
		-	<ul style="list-style-type: none"> <li>Audience development plans and institutional promotional plan developed and approved for each production and festival of the artistic calendar</li> </ul>
Programme 3: Public Engagement	Sub-Programme 3.1: Artist Education and Development	Number of engagements with potential clients.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 3.1</li> </ul>
		Number of items of creative content developed and distributed.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 3.1</li> </ul>
		Number of engagements focused on performing arts industry.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 3.1</li> </ul>
		Number of skills trainings and development programmes conducted per year.	<ul style="list-style-type: none"> <li>Same indicator but now allocated under the new sub-programme 3.1</li> </ul>
		Number of skills workshops conducted.	<ul style="list-style-type: none"> <li><i>Discontinued</i> as it is covered in the indicator – number of skills trainings and development programmes conducted per year</li> </ul>

## ANNEXURE B: DETAILED EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM TERM WITH IDENTIFIED RISKS

### STRATEGIC PROGRAMME 1: ADMINISTRATION

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
<b>GOAL 1:</b> 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 Council and all management levels.  < 1% conflicts of interest at Council and Management levels	As a declared cultural institution MBTC's aim to partner with private sector must comply impeccable 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	100% Compliance with applicable PFMA, MFMA, PPPFA and Treasury Regulations.		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
			Regulations and GRAP	<p>&lt; 5 findings each raised by AG on non-compliance with PFMA, MFMA, Treasury Regulations and GRAP</p> <p>&lt; 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 OHSA and Regulations</p> <p>0% of matters referred to CCMA are found to be procedurally unfair.</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
				0% of Health and Safety matters attributed to negligence or dereliction of duty on part MBTC				
<b>GOAL 2:</b> To augment State Funding by attracting commercial users for our facilities, private sector partnership, international exchange and producing works that the audiences will	Accumulate income from commercial activities like yet not limited to Venue Rentals, Ticket Sales, Coproduction, Touring, Educational Programmes, Dance	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.

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
be willing to pay for thus earning income to supplement operations of the institution.	Health Lifestyle Membership , Fundraising and other paraphernalia.	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  100% utility costs recovered from tenants.  Annual review of available rental space.	To support operational expenditure of the MBTC.	Increased rental revenue.	Funding by DSRAC/ DSAC/ NMBM	Competing facilities and economic factors.
		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	>80% of tickets sold per production.	To support operational expenditure of the MBTC.	Increased ticket sales revenue	Suitable marketing strategy developed, approved, and implemented.	Competing theatres and festivals. Production planning,

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
			implementation of the Marketing Strategy	>60% of tickets sold per show.				including selection of productions and show days.
		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.
		Education Fees and Dance Health Lifestyle Fees		Annual increase in sales > 10%	To support operational expenditure of MBTC.	Increase membership to MBTC programmes.	Attract paying membership. And Bursaries for students.	Lack of fundraising for Bursaries and Failure to appeal to Middleclass for membership

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
<b>GOAL 3:</b> 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.	Capital Works Projects	Plan and execute major upgrade of equipment and infrastructure.	>20% Implementation of five-year infrastructure plan.  >20 % implementation of infrastructure plan annually.	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.
		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.

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
		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.
<b>GOAL 4:</b> 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.

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
		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.
		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
<b>GOAL 5:</b> 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.
		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	Budget allocation	Lack of sufficient funds

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
						the performing arts sector which would reach national and international stages.		
		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
<b>GOAL 6:</b> 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	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	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

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
		Provide in-service training to artists in various aspects of the performing arts sector.	Develop and provide refresher courses aimed to Train Producers, Choreographers, and Thespians.	> 12 Choreographers upskilled > 12 Directors upskilled > 5 Scriptwriters upskilled		Thespians are capable of staging high quality productions.	Premise on Research data the necessity of intervention.	Lack of resources
		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 RFPs 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

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
		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
<b>GOAL 7:</b> 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

GOALS	Strategic Programme Objective	Measurable Objectives	Objective Statement	Performance Target	Justification	Outcomes Indicator	Resource Considerations	Risks Identified
		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
		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.