

# 1. Executive Summary

The following 3 year Strategic Business Plan addresses the South African Roadies Association (SARA) drive to ensure long term organizational sustainability. After ten years in existence, with a positive balance sheet, its own equipment and facility, this association of technical and production personnel in South Africa, has drawn up a comprehensive encompassing plan that is driven by the key skill empowerment in the entertainment industry sector... on-the-job training. As a non-profit organisation – [Reg. No: 037-358-NPO]. SARA's sustainability is closely allied to its ability to deliver services to the industry that are based on skills development through on-the-job training.

SARA seeks support from the Department of Arts & Culture in respect of two areas, SARA Administration (on a diminishing to zero basis) over the 3 year period, and SARA's International Exchange Program, which sees 28 people per year have an opportunity for advanced skills development internationally. The drive to sustainability will also see SARA leverage its key wholly owned asset with its bank, to complete the very important second phase of renovation. This will allow for a significantly increased economy of scale in respect of skills development. SARA will work closely with MAPPP SETA to build a strong and consistent skills development productivity base, with MAPPP SETA representing another key aspect of the 3 year plan following.

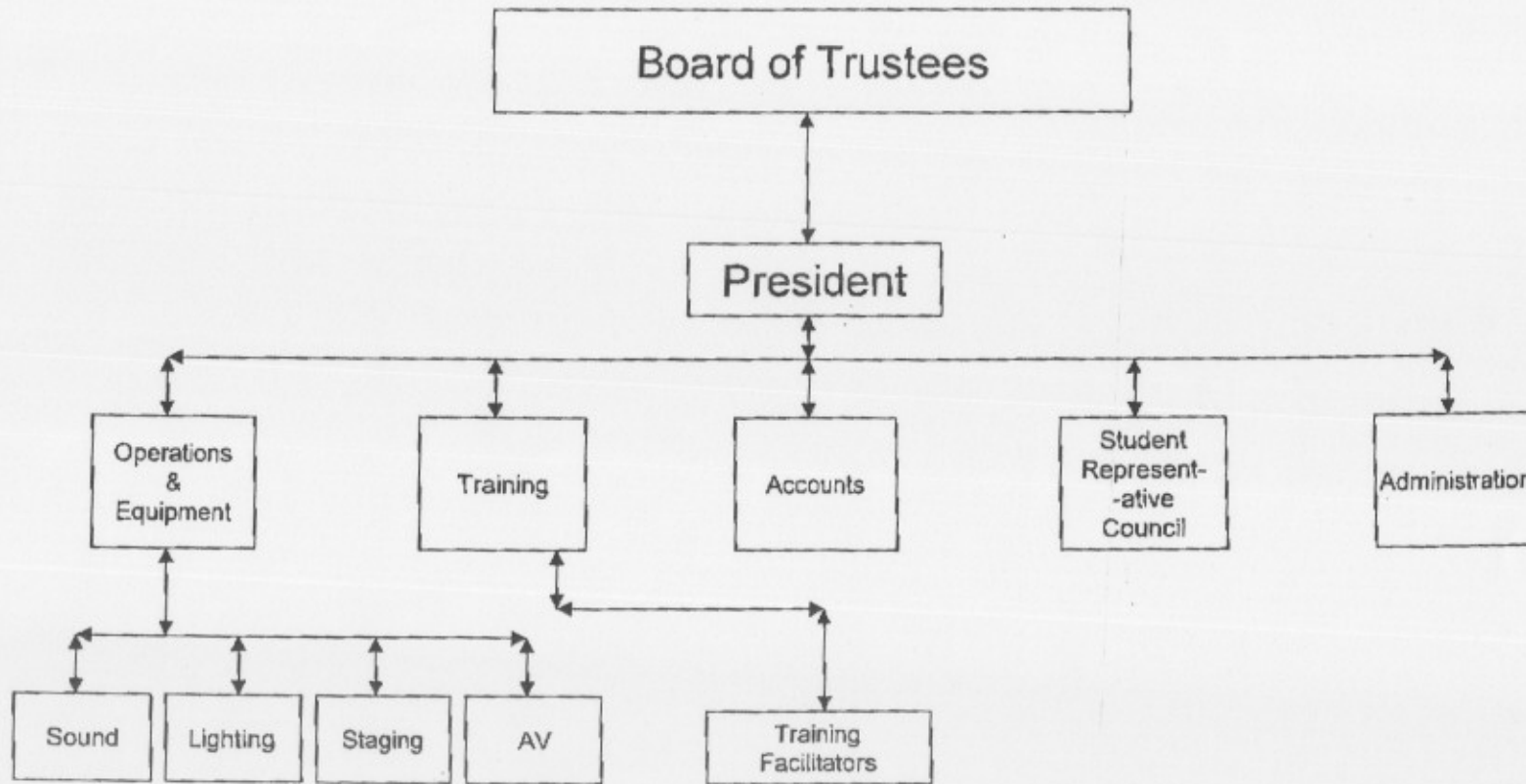
## 2. SARA – Brief History

- SARA was established in 1992 under the difficult conditions that tempered the character of the founding members to group themselves into an association, and endeavor to carve better opportunities for all technicians working in the entertainment & presentation industry. Especially those from deprived sector of the economy, who continuously found themselves exposed to total subjugation and neglect in the conditions of service and daily existence.
- Founded by the current Association President, **Mr. Freddie Nyathela** and a few fellow 'roadies' that believed in what they saw as a viable industry that could provide employment and technical abilities to many youth (18-35 years) in search of a career, and means of instilling a broader understanding and expansion of what is the backbone structure of all public-oriented entertainment and presentation platforms.
- The progress achieved within a ten (10) year period of which can actually be attributed as an operational exercise that has experienced remarkable growth and impact on many levels of society, primarily to youth attaching their hopes & aspirations with the South African Roadies Association-(SARA) to provide an avenue to a brighter prospect of life and as a way out of the unemployment, deprivation & neglect that has historically reflected their existence.
- SARA established its international exchange program in 1996, beginning with a landmark SA visit and report from Keith Donald of the Irish Development Aid group APSO (Ireland), and continuing with exchanges with (amongst others) Mojo Concerts (Holland), with the Shuttle 99 program with the Scandanavian countries, with the Earonef Theatre in Lille, France, and many others. The program continues to this day, and currently involves the USA, Denmark and Norway .
- Early 2004, after ten years of existence, the South African Roadies Association (SARA) was finally able to move into its own building situated at 55 Henry Nxumalo Street (ex Goch Street) Newtown, Johannesburg. The purchase and 1st Phase renovation of the two story Building, was enabled from grants raised from the National Lottery Fund, and the French Government.
- Furniture and fittings support was provided by the British Council. The new facility now provides for training facilities (for the SARA Technical Production Skills Programs), an expanded Resource Centre and Library, adequate storage for sound, light and stage equipment owned by the Association, administration offices and meeting facilities. Named SARA House, it is also the home of the "Institute for Sound, Lighting and Staging" first of its kind in Africa.
- **2004-** Implementation of a six month Live Sound, Lighting and Stage Production course for seventy Five (40) trainees was conducted at SARA House from June to December. Thirty (30) SARA technicians went to the U.S.A. for a 10 x months on-the-job training with the UniverSoul Circus of Atlanta, U.S.A. Four (4) SARA technicians went to Denmark, for on-the-job training at the Roskilde Festival.
- **2005-** Implementation of a six month Live Sound, Lighting and Stage Production course for seventy Five (75) trainees was conducted at SARA House form May to November. Sixteen (16) SARA technicians went to the U.S.A. for a 10 x months on-the-job training with the UniverSoul Circus of Atlanta, U.S.A.

### 3. SARA - Activities

- Empowering & developing youth with technical and production skills
- Lobby the interests of technical & production professionals to Government, NGO's and institutions
- International exchange programs
- On the job training
- Equipment hire – sound, stage, audio-visual & lighting
- Facility management
- Job creation
- Social responsibility

# 4. SARA Organizational Chart





## 5. SARA – Strategic Vision

- Self-sustainability
- On-the-job training
- Owning it's infrastructure & resources
- Job creation
- National representation
- Government interaction
- Social responsibilities
- International interaction

## 6. SARA – Strategic Business Plan Objectives

- Detail SARA & it's history to date
- Raise Government support for SARA Administration funding
- Raise Bank support for Infrastructure development
- Raise international support for resource and facility development
- Raise Skills Development support
- Rationalize business operation and structure to support long term sustainability objectives

## 7. SARA – Strategic Partners

- Department of Arts & Culture (National)
- UniverSoul Circus (USA)
- Gauteng Province
- City of Johannesburg
- Private Sector
- SARA members
- The Youth

## 8. SARA – The International Community

- **Currently**
  - USA
    - UniverSoul Circus
  - Denmark
    - Roskilde Festival
  - Norway
    - Quart Festival
- **Previously**
  - Ireland
    - APSO/Ireland Aid/Temple Bar Music Center
  - Holland
    - Mojo Concerts/Dutch Ministry of Education, Culture & Science
  - France
    - AFAA
  - UK
    - PSA/PCM



## 9. Year 1 – 2007/8

- **Organizational Objectives**
  - SARA'S interactive website to go live
  - Create and maintain a harmonious and productive working relationship with DAC, and other key local and international organisations
  - Implement SARA on-the-job training program
  - Develop the skills and knowledge of 250 youth
  - Integrate and align SARA'S Skills development program with MAPPP SETA, and achieve requisite funding support
  - Maintain existing international relationships
  - Understanding all existing Bilateral Agreements, and acting on all/any opportunities that exist
  - Open at least two provincial representative skills development programs
  - Continue existing social responsibility programs
  - Initiate Entrepreneur program
  
- **Financial Objectives**
  - Achieve an On-the-job training Program turnover of R478,000 for the year
  - Secure and receive R1.2 million for MAPPP SETA aligned Skills development programs
  - Maintain existing organizational balance sheet value (in line with inflation)
  - Raise funding to increase equipment inventory
  
- **Infrastructure Objectives**
  - Initiate and conclude Phase 2 renovations at SARA House
  - Implement Security system
  
- **Resource Objectives**
  - Purchase new equipment
  - Increase inventory of equipment
  - Initiate equipment manufacturer relationships
  - Implement equipment bar coding system for security and maintenance

# 10. Year 2 – 2008/9

- Organizational Objectives

- maintain a harmonious and productive working relationship with DAC, and other key local and international organizations
- Grow the SARA on-the-job training program
- Develop the skills and knowledge of 350 youth
- Maintain SARA'S Skills development program alignment with MAPPP SETA, achieving requisite funding support
- Maintain and increase existing international relationships
- Involvement in at least two Bilateral Agreements
- Open at least two provincial representative skills development programs
- Continue existing social responsibility programs
- Expand entrepreneur program

- Financial Objectives

- Achieve an On-the-job training Program turnover of R1,120,000 for the year
- Secure and receive R1.5 million for Skills development programs
- Grow existing organizational balance sheet value (in line with inflation) by 15%
- Continue to raise funding to increase equipment inventory

- Infrastructure Objectives

- Initiate and conclude Phase 3 renovations at SARA House

- Resource Objectives

- Purchase new equipment
- Increase inventory of equipment
- Maintain equipment manufacturer relationships

# 11. Year 3 – 2009/10

- Organizational Objectives

- Maintain a harmonious and productive working relationship with DAC, and other key local and international organisations
- Expand SARA on-the-job training program
- Develop the skills and knowledge of 450 youth
- Maintain SARA'S Skills development program alignment with MAPPP SETA
- Maintain existing international relationships
- Grow involvement to further Bilateral Agreements
- Expand by two the provincial representative skills development programs to a total number of 5 provinces
- Continue existing social responsibility programs
- Continue the entrepreneur program

- Financial Objectives

- Achieve an On-the-job training Program turnover of R1 645,000 for the year
- Secure and receive R1,8 million for Skills development programs
- Maintain existing organizational balance sheet value (in line with inflation)
- Continue to increase equipment inventory

- Infrastructure Objectives

- Maintain and upgrade internal facilities at SARA House

- Resource Objectives

- Purchase new equipment
- Increase inventory of equipment
- Maintain equipment manufacturer relationships

# 12. Funding

- SARA'S principal funding will be sought from the following:-
  - **DAC**
    - » Administration
    - » International Exchange Programs
  - **Private Sector**
    - » Infrastructure Upgrade & Renovation
  - **MAPPP – SETA**
    - » Skills Development and Training Programs
  - **International Organizations**
    - » Infrastructure Upgrade & Renovation
    - » Equipment
    - » International Exchange Programs
  - **City of Johannesburg**
    - » Infrastructure Upgrade & Renovation
  - **Gauteng Provincial Government**
    - » Infrastructure Upgrade & Renovation

## 13. Funding Sought

- SARA Administration
  - R1,662 610.00 over 3 years
- SARA International Exchange Programs
  - R1 193 600.00 over 3 years
- SARA House Renovation
  - R1,215 000 (proposed expenditure to be raised)
- SARA Skills Development Programs
  - R2.25 million over 3 years