MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

ANNUAL PERFORMANCE PLAN 2022/23

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MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

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MDDA FINAL ANNUAL PERFORMANCE PLAN 2022/2023

A free, independent and diverse media remains the lifeblood of our democracy. As such it ensures the right to expression of different viewpoints and rigorous public debate. Most importantly, it plays a pivotal role in the reconstruction and development of our nation.

As the world embraces the essentials of an information society, it is critical that all citizens have access to the widest range of information to participate effectively in an increasingly connected world.

Media development encapsulates promoting and creating an enabling environment to help redress the exclusion or marginalisation of groups and interests from access to media, as audiences, owners, managers, and producers of media.

People in more places can create, distribute, access and apply knowledge in the form of media content to underpin a development drive. For us as South Africans, there are new opportunities for redefining new media-related development approaches.

Whilst our media landscape is considered moderately pluralistic, with a fair degree of professionalism, there remains a lack of diversity in content and viewpoints, especially those views of poorer people in rural areas as well as women.
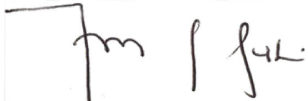
The success of our democracy, the National Development Plan (NDP), the electoral mandate, the massive infrastructure development drive, and the hopes of our people are dependent on access to information in languages of their choice.

Community media is a critical tool during these upcoming local government elections. It creates a platform for dialogue and debate and as an advocate for democracy, rule of law and good governance. For example, it reports on election broadcasting and educating voters how on how government is run. Moreover, well-informed voters are vital in ensuring an accountable and responsive government.

The policy foundations that have guided the development of this Annual Performance Plan are set out clearly in the MDDA Act. The objectives of the MDDA Act are in line with the national policy priorities and the Constitution Act, 1996 (Act No. 108 of 1996). These are to promote media development and diversity, media freedom, the right to freedom of expression and freedom to receive and impart information or ideas.

It is in this context we believe that the South African story must be told by South Africans united in their diversity, in their respective language rooted in their diverse cultures. This plan gives meaning and effect to the NDP, which sets out where we want to be in ten years as a country, as well as the priorities set out in the electoral mandate.

I hereby approve and endorse this Annual Performance Plan and commit to providing the necessary leadership, guidance and support in ensuring its implementation.

MR MONDLI GUNGUBELE, MP
MINISTER IN THE PRESIDENCY

FOREWORD BY THE EXECUTIVE AUTHORITY (DEPUTY MINISTER)

It gives me great pleasure to present the MDDA Annual Performance Plan (APP) for the upcoming three-year MTEF period 2022/2023 to 2024/2025. The APP charts the way forward for the agency to lead, empower and support our vital community media sector through an exciting but uncertain media landscape.

The MDDA has undoubtedly been a major contributor, if not the main contributor to the diversification of our media landscape through its initiatives to build a thriving community and small commercial media (CSCM) sector. Through its grant funding, the agency has channeled resources to the sector, thus contributing towards the expansion of ownership and control as well as access to media by historically disadvantaged communities. At inception, the MDDA had, as one of its key outcomes, the promotion of indigenous languages and cultural groups.

As a result, community radio and print now appear in a range of indigenous languages – all being catered for across the provinces and at a local level. In addition, with an increasing number of women and youth-owned or managed projects, the community media sector is contributing strongly to transformation and diversity, both in ownership and content.

The power of digitisation and the Fourth Industrial Revolution (4IR) presents the community media sector with incredible opportunities for enhanced information dissemination and a greater reach. However, among the plethora of challenges facing the sector encompass both the potential cannibalisation of traditional media platforms by online news sites and social media platforms and the digital dividend, which remains a stark reality in South Africa. South Africa still has an urban-rural divide on media consumption, particularly as many people remain offline due to high data costs.

Given the above scenario, the MDDA will be implementing the fundraising strategy to raise additional funding and other non-financial support for the sector. In essence, the overall objective is for the funds to be preferably an annual amount, linked to an agreement and *ad hoc* donations will also be accepted. These will improve the sustainability of the media sector that the MDDA exists to serve.

A key challenge for the MDDA's community and small commercial media is therefore how to harness the advantages of the digital era and at the same time lessen the impact of the digital dividend on communities. Media, like the rest of society, has had to undergo profound changes whilst striving to be relevant in a fast-changing world brought about by globalisation and

technological developments. These developments have only reinforced the critical role of the MDDA's role, which is vital before, during and after migration to ensure that community media's interests are identified, fought for, and maintained.

I fully support the MDDA and local media's ability in driving the transformational agenda outlined in the National Development Plan. The importance of local media to nation-building and building an environment of tolerance to further advance the social cohesion of our country must not be underestimated.

MS THEMBI SIWEYA, MP
DEPUTY MINISTER IN THE PRESIDENCY

It is with great pleasure as the Chairperson of the MDDA Board to present to our Executive Authority, the Minister in the Presidency, the agency's Annual Performance Plan for the 2022/23 – 2024/2025 Mid-Term Expenditure Framework (MTEF) period.

The call for social cohesion and the need to address unemployment, poverty and inequality guide the MDDA's commitment to the transformation of South Africa's media landscape. A diverse media in society reflects diverse views and opinions in a language of the citizen's choice, which we believe, promotes an informed and knowledgeable society. This, in turn, sustains and deepens a people-driven democracy.

The MDDA is now in its fourth five-year generation, having funded its first project in 2004. In this five-year cycle, the agency will continue to accentuate its transformation role not only by growing, maintaining and protecting its grant and seed funding base but also through its capacity-building efforts to assist beneficiaries by closing their skills gaps.

The Board does not doubt that the agency will, in the coming years, build on its current successes to take the community media sector forward.

The Board has reviewed Management's reassessment of its work to date and believes that the redefined focus for 2020/2021 to 2024/2025 will enhance the agency's initiatives to ensure the promotion of a vibrant and diversified media in South Africa.

Management's approach provides structured and measurable targets of what and how the agency will fulfil the mandate and mission of the MDDA in pursuit of its constitutional prescripts. Further, the MDDA will continue to uphold its values of, among others, integrity and excellence, ensuring effective, transparent communication with its stakeholders to maintain and build on their trust and confidence.
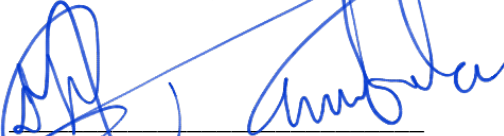
The MDDA reports into the Ministry in the Presidency, having moved from reporting into the Department of Communications (DoC), following the national elections of the 8th of May 2019; with the Deputy Minister in the Presidency having been assigned specific responsibility for oversight of the agency. We are deeply appreciative of the commitment shown immediately by the Minister and

the Deputy Minister to the continued viability of the community media sector and for the guidance and cooperation that we have received from the Ministry.

We also highly value the continued support we have received from our funders, the government, and our commercial broadcast partners, as we submit this revised Strategic Plan for the years 2020/2021 – 2024/2025 for approval. The MDDA will be mobilising international donors and other private funders to raise additional funding and other non-financial support for the sector to aid the sustainability of the media sector.

The Executive Authority has indicated its intention to review the MDDA's founding Act considering the radically different media landscape now facing us, and the agency is committed to supporting the review. The MDDA resolutions also require review, while the agency itself recognises that it cannot be "business as normal".

On behalf of the MDDA, I commit management and the MDDA to a compact between the Ministry in the Presidency and the MDDA based on this Annual Performance Plan.

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MR HLENGANI MATHEBULA
CHAIRPERSON OF THE BOARD

ACCOUNTING OFFICER'S STATEMENT

The third decade of the 21st century year started with the community media sector amid exciting changes in South Africa's media landscape, mainly because of the Fourth Industrial Revolution (4IR). These developments are not only having a significant impact on community media, but they also reinforce the role of the MDDA in leading the discussions on and championing the necessary changes for the sector. Going forward, the MDDA intends to strengthen its position as a change and innovation agent for the sector; providing the leadership that will ensure the sustainability of community media in such dynamic times.

As a result, while the core activity of the MDDA remains grant and seed funding for community media projects, the agency has reviewed and intends to reinforce its research, capacity building, training, advocacy, and lobbying roles. Recently, the MDDA has appointed a service provider to assist MDDA with the Research and Development (R&D) of Sustainability Model for Community and Small Commercial Media.

The community media must get the basics of sustaining their entities right. Moreover, a well-researched sustainability plan will see various spheres of the community media and society working together in a multi-faceted methodology. Also, has the potential of placing this elusive sustainability 'dream' within the reach of community media.

Underpinning the MDDA's support to the community media sector, both grant funding and capacity building is a greater focus on research that will assist the agency work towards building a Sustainability Model for the sector. The development of such a model will need thorough research on various elements, for example, a funding model analysis, cost-effective and viable signal distribution mechanisms, an audience measurement tool and innovative strategies that can be implemented to catapult the sector to the next level.

Our stakeholder management processes will also be strengthened. We will work closely with our Executive Authority, government entities and other sector stakeholders to support and engage the CSCM in their initiatives. The MDDA will also be more active in the sector, playing a stronger lobbying and advocacy role on the many issues facing the community sector. Mobilising greater funds and resources for community and small commercial media, together with other initiatives, such as establishing relevant partnerships with other sector stakeholders, will serve to strengthen the sustainability of the sector.

While the MDDA can look back proudly on its achievement as the largest contributor to enabling access to, control and management of the sector by historically disadvantaged individuals, we are fully cognisant that there is still much to be done. This is particularly true regarding ensuring the sustainability of a robust, people-centred media – one that gives a voice to all our communities.

The MDDA has provided the entity's oversight with an annual performance plan 2022-2023 and obtained inputs that the agency's incorporated on the document.

As we enter the mid-five-year cycle, the MDDA is unwavering in its commitment to delivering on its mandate thus contributing towards firmly placing the country on a positive trajectory towards achieving the 2030 vision.

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MS ZUKISWA POTYE
CHIEF EXECUTIVE OFFICER

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

▶ Was developed by the management under the guidance and support of the Board of the Media Development and Diversity Agency (MDDA).

▶ Takes into account all the relevant policies, legislation, and other mandates for which the MDDA is responsible.

▶ Accurately reflects the impact and outcomes of the 21st and 28th October strategy workshops of the Board and management, respectively, which the MDDA will endeavour to achieve over the period 2020/21–2024/25.

Mzuvukile Kashe   **Signature:** _____
Executive Manager: Projects

Zukiswa Mqolomba   **Signature:** _____
Executive Manager: Research,

Training, Monitoring and Evaluation
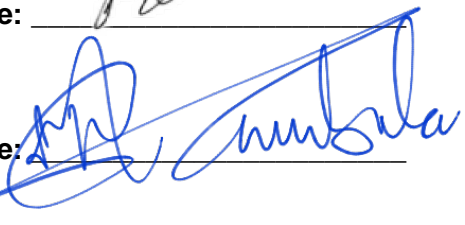
Yaseen Asmal   **Signature:** _____
Chief Financial Officer

Zukiswa Potye   **Signature:** _____
Accounting Officer

Hlengani Mathebula   **Signature:** _____
Accounting Authority

Approved by:

Ms Thembi Siweya, MP   **Signature:** _____
Executive Authority
Deputy Minister in The Presidency

Mr Mondli Gungubele, MP   **Signature:** _____
Executive Authority
Minister in The Presidency

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ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AR	Audience Rating
APP	Annual Performance Plan
AOP	Annual Performance Plan
BSC	Balanced Scorecard
BPMAT	Business Process Maturity Assessment Toolkit
CEO	Chief Executive Officer
CFO	Chief Finance Officer
COVID	Corona Virus Disease
CSCM	Community and Small Commercial Media
CPI	Corruption Perceptions Index
DDM	District Development Model
DoC	Department of Communications
EEA	Employment Equity Act
EXCO	Executive Committee
FPB	(The) Film and Publication Board
GCIS	Government Communication and Information Systems
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GhG	Greenhouse Gas
HDI	Historically Disadvantage Individual
HR	Human Resources
HRM	Human Resources Management
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
IGR	Intergovernmental Relations
MDDA	Media Development and Diversity Agency
MP	Member of Parliament
MOI	Memorandum of Incorporation
M&E	Monitoring & Evaluation
MICTSETA	Media, Information and Communication Technologies Sector Education & Training Authority

MTEF	Mid-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NEMISA	National Electronic Media Institute of South Africa
NLC	National Lotteries Commission
NPC	Non-Profit Company
PanSALB	Pan African Language Board
PMS	Performance Management System
R&D	Research and Development
RMF	Risk Management Framework
ROI	Return on Investment
SANEF	South African Editors' Forum
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
StatsSA	Statistics South Africa
SOAR	Strengths, Opportunities, Aspirations and Results (Analysis)
SONA	State of the Nation Address
SOP	Schedule of Particulars
SWOT	Strengths, Weaknesses, Opportunities and Threats (Analysis)
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHO	World Health Organisation
WSP	Work Skills Programme

PART A: OUR MANDATE

1.   CONSTITUTIONAL MANDATE

Section 32:

Everyone has a right to access to information.

Section 15 (1)

Everyone has the right to freedom of conscience, religion, thought, belief and opinion.

Languages – Section 6 (1)(2)

(2) Recognising the historically diminished use and status of the indigenous languages of our people, the state must take practical and positive measures to elevate the status and advance the use of these languages.

Freedom of Expression – Section 16 (1) (a)(b)

(1) Everyone has the right to freedom of expression, which includes-

(a) freedom of the press and other media.

2.   LEGISLATIVE AND POLICY MANDATES

2.1   LEGISLATIVE MANDATE

The Media Development and Diversity Agency (MDDA)'s mandate is to:

- Create an enabling environment for media development and diversity that reflects the needs and aspirations of all South Africans.
- Redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry.
- Promote media development and diversity by providing support primarily to CSCM projects.
- Encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups.
- Encourage the development of human resources and training, and capacity building, within the media industry, especially among historically disadvantaged groups.

- Encourage the channelling of resources to the community media and small commercial media sectors.
- Raise public awareness regarding media development and diversity issues.

The key concepts in the agency's mandate that makes up its name are defined in the Act as follows:

- **M**edia – means all forms of mass communication, including print. publications, radio, television and new electronic platforms for delivering content.
- **D**evelopment – means the development of media and infrastructure so that historically disadvantaged communities and persons have access to media as owners, managers, producers, and consumers of media.
- **D**iversity – regarding media, means access to the widest range of sources and information, as well as equitable representation within the media in general.
- **A**gency – media development and diversity agency established by section 2 of the Act.

3. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

3.1 INSTITUTIONAL POLICIES

This Strategic Plan takes into consideration the National Development Plan (NDP), and government's Medium Term Strategic Framework (MTSF). The MTSF breaks down the chapters of the NDP into a Five-Year Implementation Plan, District Development Model (DDM), and government's national communications policy.

The NDP under the theme *"Our future, make it work",* envisions a South Africa where each citizen's potential is freed to fully realise their democratic rights and responsibilities. For this to happen, the capabilities of our people need to be strengthened and access to information is key for this purpose.

The policies and strategies that support the agency's endeavour to create an inclusive society where no one is left behind consist of the Grant Funding Policy, the amendment of the MDDA Act, and other related legislation that include the amendment Electronics Communications Bill. Last, our focus in the coming MTEF will be on the development of the Community Media

Sustainability Model, a project supported by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

Through the sustainability research, the MDDA will seek to understand more deeply the root causes for the lack of sustainability by the community media and small commercial media sectors; build on their strengths and develop sustainability strategies that will culminate in a Sectoral (Media) Sustainability Model. The model will be the first in the South African Community Media sector. The strategic thrust for the sustainability model is *'Building a resilient and future-forward community and small commercial media sector".*

- **Risk Management Framework**

  The adoption of a risk management framework that embeds best practices into the organisation's risk culture can be the cornerstone of organisational sustainability. Effective risk management plays a crucial role in any company's pursuit of financial stability and superior performance.

  Over the recent past, the MDDA has adopted risk management measures to mitigate against the organisation and its operational disruptions. However, there had hitherto been no framework that facilitated a standardised and coordinated approach to risk management across the organisation. An overarching Enterprise Risk Management Framework (ERMF) will thus be developed to consolidate the various pockets of risk management initiatives and interventions. This is intended to provide an effective framework designed to promote a standard approach to enterprise risk management at the MDDA. It seeks to ensure that all risks that could affect the MDDA's people, reputation, business processes and systems, financial and environmental performance are identified, assessed and mitigated to an acceptable level and within risk appetite levels as approved by the Board.

3.2   INSTITUTIONAL STRATEGIES

The MDDA plans to develop the following strategies within the remainder of the current five-year cycle. These are critical to the business of the MDDA, both strategically and operationally.

- **Digital Innovation Strategy**

  The organisation has an approved digital migration strategy and a three-year plan. The Digital Innovation Strategy that forms part of the Sustainability Model Pillars, will ensure that

both the MDDA and the broader sector embrace innovation as a catalyst for change within the community media sphere. Developed in collaboration with strategic sector partners, the Strategy will entail the analysis of the sector's competitive and technological environment, challenges, opportunities, and distinctive advantages. It will guide decisions on how resources are to be used to meet the sector's objectives for innovation, deliver value and build competitive advantage.

- **Fundraising & Support Strategy**

Insufficient revenue, inadequate skills, spiralling operating costs are just some of the issues that threaten the very survival of the sector. Also, they threaten to undo the gains made by democratic South Africa in media diversity, freedom of expression and the right to information.

This Fundraising and Support Strategy is designed to mobilise support that is required as an "injection of support" to assist community projects to become self-sustainable. Furthermore, this will be long-term support for those community projects that service the poorest, the most vulnerable and most economically underdeveloped communities, where revenue generation via traditional means such as advertising is near impossible.

- **Training and Capacity-Building Strategy**

The Training and Capacity-Building Strategy is designed to remedy a plethora of capacity challenges plaguing the sector. These challenges have been highlighted by various research projects and sector engagements, including the Community Media Indaba; convened by the Department of Communications (DoC) and coordinated by the MDDA in July 2018. Corporate governance challenges were cited among priority capacity-building and training needs for the sustainability of CSCM.

Compliance is another area of concern. The funding contract developed by the agency includes a Schedule of Particulars (SOP) that outlines how funds must be disbursed, reporting requirements, project outcomes and implementation timeframes. However, when reporting for the disbursed funds, many beneficiaries struggle to compile satisfactory reports accounting for funds.

Other challenges experienced are summarised as follows:

- Difficulties in retaining trained people in the sector.
- The rigid training initiatives that are not needs-orientated (one size fits all).
- Limited funding for training initiatives; and
- Projects delegating the same people to attend all the training opportunities.

The Capacity-Building Strategy is thus anchored in the following three primary objectives:

1. Using capacity building to improve the visibility of the organisation.
2. Building internal and external capacity-building partnerships.
3. Ensuring innovative capacity-building interventions that will improve the sustainability of community media projects.

- **Research Strategy**

The Research Strategy places a premium on the MDDA leading research interventions in ensuring that research becomes a bedrock for the strengthening and sustainability of the community and small commercial media sector. Furthermore, such a strategy will among other things, underpin the strategic innovation developments in the sector that will be driven through the Digital Innovation Strategy.

As an integral part of providing thought-leadership in the sector the MDDA will position itself as a central repository and lead in identifying strategically important research areas; in consultation with key industry stakeholders in the quest to generate insights that serve the industry.

The MDDA Research Strategy is built upon the following four aims:

- Using research to improve visibility of the organisation.
- Building internal and external research partnerships.
- Ensuring innovative research interventions that will ensure the sustainability of community media projects; and
- Contributing to policy-making processes so that policy is in favour of the community media sector.

- **Monitoring and Evaluation Strategy**

Monitoring and Evaluation (M&E) has become an indispensable modern management control tool to manage both projects and overall organisational performance. Accordingly,

the MDDA's M&E Strategy is formulated to guide the monitoring and evaluation functions to ensure effective and efficient implementation of the programmes of the agency.

It provides role clarity on the location of M&E within the organisation, to eliminate duplication and fragmentation of efforts within the organisation. Also, it is designed to improve internal collaboration and coordination.

The Strategy recognises that M&E is an important component of project management and the grants disbursement value chain with serious and dire consequences for non-compliant beneficiaries. This Strategy also plays a central role in establishing the monitoring and evaluation criteria in line with the MDDA grant funding activities and has as its foundation the MDDA support for projects that respond to the agency's mandate.

4. RELEVANT COURT RULINGS

There are no court rulings that affect the MDDA and its mandate, directly or otherwise.

PART B: OUR STRATEGIC FOCUS

5. SITUATIONAL ANALYSIS

The onset of the COVID-19 pandemic, which continues to sweep across the world since 2020, has had a profound impact on the external environment in the MDDA's operational environment. The depressed economy was severely aggravated by the lockdown imposed by the South African government in an effort both to limit the spread of the virus and to prepare the medical facilities for dealing with COVID-19 patients. This has in turn impacted the CSCM which saw their already fragile sustainability further weakened by falling revenue as advertisers, in both the private and public sectors, introduced cost containment measures.

Emergency funding for the sector introduced by the MDDA, and other organisations such as Google and Facebook, assisted in alleviating some of the immediate cost pressures but the long-term impact remains a concern.

At the same time, the pandemic served to highlight the immense value of the community and small commercial media sector in conveying critical information, in this case, health information. This is due to the sector's reach in remote communities generally side-lined by mainstream media, as well as the use of all indigenous languages as the broadcasting and publishing medium.

5.1 EXTERNAL ENVIRONMENT

5.1.1 Social factors

At the social level, the COVID-19 pandemic aggravated the issues of unemployment, poverty, and inequality, including a lack of social cohesion and increased service delivery protests.

The NDP 2030 points out that, whilst global integration has brought about sustained growth, it has also been marked by negative trends. In South Africa, there continues to be high inequality – Gini coefficient of 0.68 even with the social wage – against the NDP target of 0.60.

The persistent poverty means that the population living below the Lower Bound Poverty Line increased from 36.4% in 2011 (18.7 million people) to 40.0% in 2015 (21.9 million

people) against the NDP target of zero proportion of households with a monthly income level of R419 (in 2009 prices).

Spatial inequality and injustice have not been addressed and, despite the expansive social service delivery, there are concerns about the quality and efficiency of social service delivery.

The NDP targets a drop in unemployment levels from 27% in 2011 to 6% by 2030. To achieve this target, the country needs 700 000 additional jobs per year, requiring the creation of eleven million (11 000 000) jobs. South Africa is significantly behind the target with structural unemployment reaching 27.6% in quarter 1 of 2019, whereof youth unemployment composes nearly 55%.

Black youth, therefore, constitute the major proportion of the unemployment rate. Supporting youth-owned and managed community media projects is a focus area of the MDDA in the delivery of its mandate, while further focus areas must be job creation and upskilling as positive spin-offs of the financial and non-financial support the MDDA provides to its beneficiary projects.

Gender inequity also remains a reality in the workplace and the community media sector. A Glass Ceilings study in 2018, jointly conducted by Gender Links and the South African National Editors' Forum (SANEF) and supported by the MDDA, highlights the fact that whilst the media industry is changing with more women in senior roles, inequality and inequity persist. While South Africa does boast notable media exceptions, women are still under-represented in the media, in terms of ownership, management and operations.

Gender-based violence (GBV) is another serious pandemic gripping the country, as highlighted by the President of South Africa on 18 June 2020.

Since the outbreak of COVID 19, the United Nations Women has indicated that 243 million women and girls between the ages of 15-49 have been victims of sexual/physical violence perpetrated by their intimate partners in the last 12 months. This means that 18 percent of women globally have been victims of GBV. Another shocking statistic is that in 2017, the World Health Organisation (WHO) found that 38% of women killed globally were murdered by their husbands. What remains clear is that GBV is a global violation of human rights and has a great impact on the victims and their families.

The MDDA must encourage and facilitate, through training, the imperative for community

and small commercial media to improve their coverage on gender and GBV by ensuring that innovative ways are utilised to unpack difficult concepts and ethically cover sensitive issues.

5.1.2   Technological factors

Rapid technological advancements have spurred change across the globe and South Africa is not immune. The disruptive effect of the digital era and changes in the South African newsroom brought about by the onset of digital news and social media was well demonstrated by the #FeesMustFall student protests on campuses around South Africa, commencing in October 2015.

Coverage of these protests challenged traditional media coverage, with an enhanced profile of social media. Social media was responsible for almost 60% of media coverage (ROi Africa October 2015), with 3 million posts on #FeesMustFall made on social media, 99.3% of these on Twitter (NovusOnline).

As the power of the 'alternative' news sources in shaping public opinion grows so does the urgent need for newsrooms to find ways to remain relevant and generate compelling and relevant content.

Therefore, as the increasing trend is for breaking news to be now digital, stories are first told on social media before migrating to legacy platforms such as print, radio and television. In addition, independent media websites are now talking about in-depth issues that are not and will not be covered by the mainstream media – often due to capacity and cost restrictions.

This means that traditional forms of community media (print and broadcast) need more support in an ever-changing landscape that includes stiff competition from online media, including social media. The media consumer has changed dramatically, a shift that requires innovative media owners who can respond to the changing media landscape to remain sustainable. Community media – like their mainstream counterparts – need business models to sustain these new forms of storytelling.

But online media is not the all-encompassing panacea for exclusion from information. South Africa still has an urban-rural divide on media consumption, particularly as many people remain offline due to high data costs.

South Africa now has a blueprint to align itself with the Fourth Industrial Revolution (4IR), as published in the Presidential 4IR Commission presented to the President on 06 August 2020. The Commission made recommendations spanning such strategic areas as the country's investment in human capital, artificial intelligence, advanced manufacturing and new materials, the provision of data to enable innovation, future industries and 4IR infrastructure.

A current key challenge for the MDDA's community and small commercial media is how to harness the advantages of both the digital era and, going forward, 4IR, and how currently to lessen the impact of the digital dividend on communities. The MDDA's role is vital before, during and after migration to ensure that community media's interests are identified, fought for, and maintained.

5.1.3   Economic factors

The COVID-19 pandemic and concomitant national lockdown were a significant blow to the South African economy that was already performing weaker than expected; with year-on-year economic growth remaining below 2% since 2014. This fell short of the NDP target of 5% growth per annum.

In his 2019 Budget Vote Speech, Finance Minister Tito Mboweni noted that the government expects a slower but still steady recovery after the 2018 technical recession. South Africa, he said, is a small open economy impacted by events in the global economy. But world growth is now expected to slow, constraining South Africa's export growth forecast.

Interest rate cuts, rising debt and unemployment levels and budget cuts by government means that the media operates in an economic environment where government has placed a heightened focus on cost containment and prudent spending; as well as ensuring that its competing priorities are impact-based. The private sector is also impacted negatively by the prevailing economic conditions, with cutbacks and retrenchments increasing significantly because of the pandemic. In addition, the current trend towards digital news sites, aggravated by the pandemic, has negatively impacted commercial print media who traditionally were funders of the MDDA and has seen many mainstream print publications shut down in 2020.

These financial constraints impact both the agency itself, in terms of funders, as well as the community media who are competing with mainstream media in an ever more cost-

constrained environment for advertising revenue, whilst facing high operating costs. Currently, community broadcast projects face the threat of being switched off by SENTECH due to the inability to pay transmission costs, while printing and distribution comprise some 80% of newspaper costs. The MDDA's role is therefore to assist the community media sector in finding more affordable means of broadcasting or publishing, by, for example moving to self-transmission or digital platforms.

This also necessitates serious reflection by the MDDA and its beneficiaries on business operations going forward.

5.1.4 Environmental factors

The NDP 2030 commits South Africa to reducing its dependency on carbon, natural resources and energy while balancing this transition with its objectives of increasing employment and reducing inequality and poverty through adaptation and mitigation. Adaptation includes significant investments in new and adaptive technologies and rehabilitating and restoring natural ecosystems to improve resilience and mitigate climate change.

Specifically, the NDP Five-Year Implementation Plan for the Priorities outlined in the Electoral Mandate targets is a just transition to a low carbon economy and reducing climate change costs to the Gross Domestic Product (GDP) to less than 5% by 2024. Further, it targets the reduced vulnerability of key sectors to climate change and the reduction of total greenhouse gas (GhG) emissions in South Africa.

The MDDA has a major role to play in promoting and supporting these global and national initiatives in its messages and technologies and those of its beneficiaries, as well as promoting recyclable and environmentally friendly technologies and discouraging unfriendly environmental practices.

5.1.5 Political factors

The current political environment suggests that the MDDA will continue to operate within the legislative and policy framework adopted by the government, as reflected through the NDP, MTSF and the Mid-Term Expenditure Framework (MTEF). The new MTSF is now defined by the NDP Five-Year Implementation Plan for the seven priorities presented in the Electoral Mandate outlined in the June 2019 SONA.

There is recognition by the government that much still needs to be done to deepen media diversification and ensure that disadvantaged communities directly partake in all aspects of media development and management.

The MDDA reported into the DoC following the establishment of the DoC Gazetted in Proclamation, No. 47 of 15 July 2014. Following the national elections of May 2019 and the announcement of the restructuring of Ministerial portfolios, the MDDA has been transferred to the Minister in the Presidency (Executive Authority). As a result, there appears to be a move to greater political stability at this level. This should in turn impact on the stability of the agency, and the MDDA Board, which had battled to quorate in the past due to high Board vacancy rates.

5.1.6 Legal factors

An important factor in determining the pluralism, independence, and vibrancy of the media, including community-based media is the legal framework in which they operate.

This broad legal framework derives in the first instance from international law. The Universal Declaration of Human Rights provides a fundamental guarantee of the right to freedom of expression, which encompasses the freedom of the media.

At a national level freedom of expression and the media is affected by laws at several different levels with the South African Constitution representing some of the most progressive modern constitutional thinking on media freedom. However, for a truly enabling environment to be provided in which community-based media can flourish, other statutory instruments are required. The MDDA, therefore, has a vital role to play in ensuring that such statutory instruments are passed, for example regulating the 30% advertising spend by government on community-based media and providing input into regulations for digital radio and online media in general.

5.1.7 Ethical considerations

Transparency International's Corruption Perceptions Index (CPI) for 2018 ranked South Africa 73 out of the 180 countries and territories assessed, making the fight against corruption one of the major priorities of government.

In both its own internal processes and the behaviour of its beneficiary projects, the MDDA has a major role to play in reinforcing the government's zero-tolerance stance towards

corruption in the public and private sectors. The agency's funding policy introduced in 2019 is designed to ensure a transparent and fair method of selecting community-based media projects for funding. More stringent monitoring and evaluation (M&E) and contracting/reporting requirements will enforce compliance and good governance on the part of the MDDA beneficiaries.

The preamble to the South African Press Code states: "As journalists we commit ourselves to the highest standards, to maintain credibility and keep the trust of the public." The MDDA expects its beneficiary projects to adhere to the Press Code and includes it as a focus area in its capacity building and training initiatives.

The advent of social media has also brought about a new threat, namely that of cyberbullying and, acutely felt by women, that of cyber misogyny. While media literacy has been a focus area of the MDDA in the past, digital media literacy is a growing area of concern. The MDDA and the community-based media sector must play a greater role in educating and sharing knowledge with communities on the ethics of social media.

5.1.8 The highlights of the MDDA Impact Study

A study of the impact of the MDDA completed in December 2017 investigated two key issues, namely 1) whether the MDDA as an organisation was responding effectively to its mandate of media development and diversity; and 2) to assess whether community projects were having any impact on the local level.

It was concluded that the MDDA had been able to carry out different aspects of its mandate to a greater or lesser degree. Through its grant funding the agency had channelled resources to the community and small commercial media sector thus contributing towards the expansion of ownership and control as well as access to media by historically disadvantaged communities.

This was evidenced in the burgeoning of both community and small commercial media, with radio audiences managing to reach an impressive 25% of South African audiences and print media being read by over 7 million people weekly. This media was also being published or broadcast in all indigenous languages, reflecting the diverse country demographics. Training and capacity-building interventions have been rolled out to support projects that have experienced gaps.

However, the study found that as much as there has been progress limitations, both in terms of the broader media landscape and the agency itself, have impacted the sector negatively. Firstly, the MDDA's budget was restrictive in that the organisation received just under half the amount required if it were to service all the proposals that it received. The MDDA is therefore launching a funding strategy considering its limited budget, as well anticipated cuts in the income it receives from government and the mainstream broadcast sector.

Laws and regulations also determine how funding is to be allocated. While media projects do receive the majority allocation, training and capacity building identified as a core need receive a fraction of this amount. A review of the MDDA Act No 14 of 2002 has therefore commenced with a further plan to also review the MDDA regulations in 2021/2022.

Project sustainability was also impacted in several ways. Funding criteria were vague, and the media projects were not required to demonstrate how they would become self-sufficient by the end of the funding period. In addition, the MDDA had not been able to resolve the impasse with government or the commercial sector to secure advertising support for projects to enable sustainability. The MDDA will continue to lobby government in relation to regulating that 30% of advertising support must be directed to community and small commercial media by national, provincial, and local governments.

The study reported that internally, MDDA had been weakened, with, at the time, staff capacity to respond to challenges poor, and many senior managers positions vacant. Board members changed frequently contributing to organisational instability. Systems, such as pre-assessment, M&E, etc., required revision so that they could be used as early warning mechanisms when projects were failing to implement in line with contractual obligations. Progress in filling vacancies over the past two years has now reduced the vacancy rate to below 10% while contracting has been strengthened.

The media landscape has also presented its own unique challenges. Economically, South Africa is in recession and there are ongoing retrenchments within the commercial media industry. Technology has further disrupted the media industry, with broadcasters moving to digital platforms and the print media losing audiences to online media. Within this, media concentration has become an increasing threat.

Despite all the challenges, political parties, the government, and stakeholder groups still

see the need to build a thriving community and small commercial media sector. Media projects also present successes and opportunities against all odds. These are reflected in the long list of awards that community media projects have won for delivering excellent, relevant content; content that has been used in schools and universities and even for Matric examinations. Also, media projects have had significant success in training staff and volunteers and thus creating job opportunities, particularly for young people. Several projects have become sustainable over time, and they have built and bought their own properties and studios. In this way, they have started to create new revenue streams critical for the long-term sustainability of projects.

Overall, it was concluded that the long-term success of the sector requires that necessary changes are made. This among other things requires strengthening the MDDA so that it can play a more effective role in bringing together project partners, allocating funds appropriately as well as overall capacity building. A sector skills assessment was concluded in 2020 and this has formed the basis of the MDDA's sector capacity building strategy henceforth.

Both government and stakeholders could benefit from greater collaboration and partnerships: for example, the Independent Communications Authority of South Africa (ICASA) and the MDDA operate independently, with ICASA issuing licenses and the MDDA funding community broadcasting. There needs to be closer collaboration between the agencies to ensure that media development and diversity targets are set and reached. Strong partnerships with government departments will also help unlock advertising support (Government Communications and Information Systems (GCIS) and training funding (Sector Education and Training Authorities (SETAs).

Stakeholders expressed the need to partner so that they can have a maximum developmental impact within the sector. Suggestions included: more formal meetings with the MDDA; representation on the MDDA board; greater transparency when supporting projects; and joint strategic planning sessions to improve outreach and success rates. These suggestions have been incorporated into the MDDA's stakeholder engagement strategy. The MDDA has also seen considerable recent success in entering formal partnerships with among others, SEDA and MICTSETA.

5.2   INTERNAL ENVIRONMENT

The enabling legislative environment and the positioning of the MDDA in the Presidency entrench the relevance of its value proposition.

Considering the changing media landscape, including the migration to digital, the structure has been reviewed to provide internal capacity that strengthens its ability to deliver on its mandate and the evolving requirements of the media landscape. Such changes will potentially elevate the accountability of various programmes, as well as include expertise to guide and direct the MDDA's strategic and policy-making role.

The organisation is composed of five programmes in the following order, that make up its operations that enable the efficient delivery of services; enabling the organisation to meet and exceed its performance targets:

PROGRAMME 1: ADMINISTRATION & GOVERNANCE

Ensures effective leadership, strategic management, and operations, through continuous refinement of the organisational strategy and the implementation of the appropriate legislation and best practice.

PROGRAMME 2: GRANT & SEED FUNDING

Promotes media development and diversity through financial and non-financial support for community broadcasting as well as community and small commercial print projects.

PROGRAMME 3: PARTNERSHIPS, PUBLIC AWARENESS & ADVOCACY

Seeks to position the MDDA as a leading influencer and authoritative voice in the community and small commercial media, through the implementation of strategic partnerships to carry out media development and diversity interventions and create a positive image in pursuance of MDDA's mandate to grow the community and small commercial media.

PROGRAMME 4: CAPACITY BUILDING & SECTOR DEVELOPMENT

One of the objectives of the Agency outlined in the MDDA Act of 2002 is to "encourage

the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups". In response to this, the agency has developed capacity-building programmes, which aim to provide community and small commercial media with the necessary skills.

PROGRAMME 5: INNOVATION, RESEARCH & DEVELOPMENT

The MDDA encourages research regarding media development and diversity. There is a lack of research and information specific to the sectors that inform programme development and strategic focus. For instance, there is acutely limited information on the number of indigenous language newspapers in SA, number of readers of such newspapers, etc. The purpose of this programme is therefore to champion research, development, and innovation to create a media development and diversity body of knowledge.

In executing its core mandate, the operational framework of the agency is configured as depicted in figure 1 below.

Figure 1: MDDA's Operational Framework

CORE MANDATE	CORE FUNCTIONS	CORE FUNCTIONAL AREAS	CORE RESPONSIBILITY	
TO CREATE AN ENABLING ENVIRONMENT FOR MEDIA DEVELOPMENT AND DIVERSITY THAT REFLECTS THE NEEDS AND ASPIRATIONS OF ALL SOUTH AFRICANS	MEDIA DEVELOPMENT	Encourage channelling of resources to the community media and small commercial media sectors	GRANT & SEED FUNDING	PROGRAMME 2
		Provide support primarily to community and small commercial media projects		
	MEDIA DIVERSITY	Encourage the development of human resources and training and capacity building especially among historically disadvantaged groups	CAPACITY BUIDLING & SECTOR DEVELOPMENT	PROGRAMME 4
		Encourage ownership and control of media by historically disadvantaged communities and historically diminished indigenous language and cultural groups		
	MEDIA ACCESS	Redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry	PARTNERSHIPS, PUBLIC AWARENESS & ADVOCACY	PROGRAMME 3
		Facilitate access to media for historically disadvantaged communities and historically diminished indigenous language and cultural groups		
		Raise public awareness with regard to media development and diversity issues		

ENABLEMENT:
PROGRAMME 1: ADMINISTRATION & GOVERNANCE
PROGRAMME 5: INNOVATION, RESEARCH & DEVELOPMENT

Source: Adapted from the MDDA's mandate by Moonraises Strategic Solutions

Figure 2 below illustrates the current approved organisation-wide structure of the MDDA.

Figure 2: MDDA organisational structure

5.2.1 SOAR analysis

Through the lens of the Strengths, Weaknesses, Aspirations and Results (SOAR) analysis the focus is primarily on the strengths and opportunities necessary for the desired long-term results. Unlike the conventional Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, the former also takes a more aspirational approach to actively and directly tackle identified weaknesses and threats.

Table 1: MDDA SOAR analysis

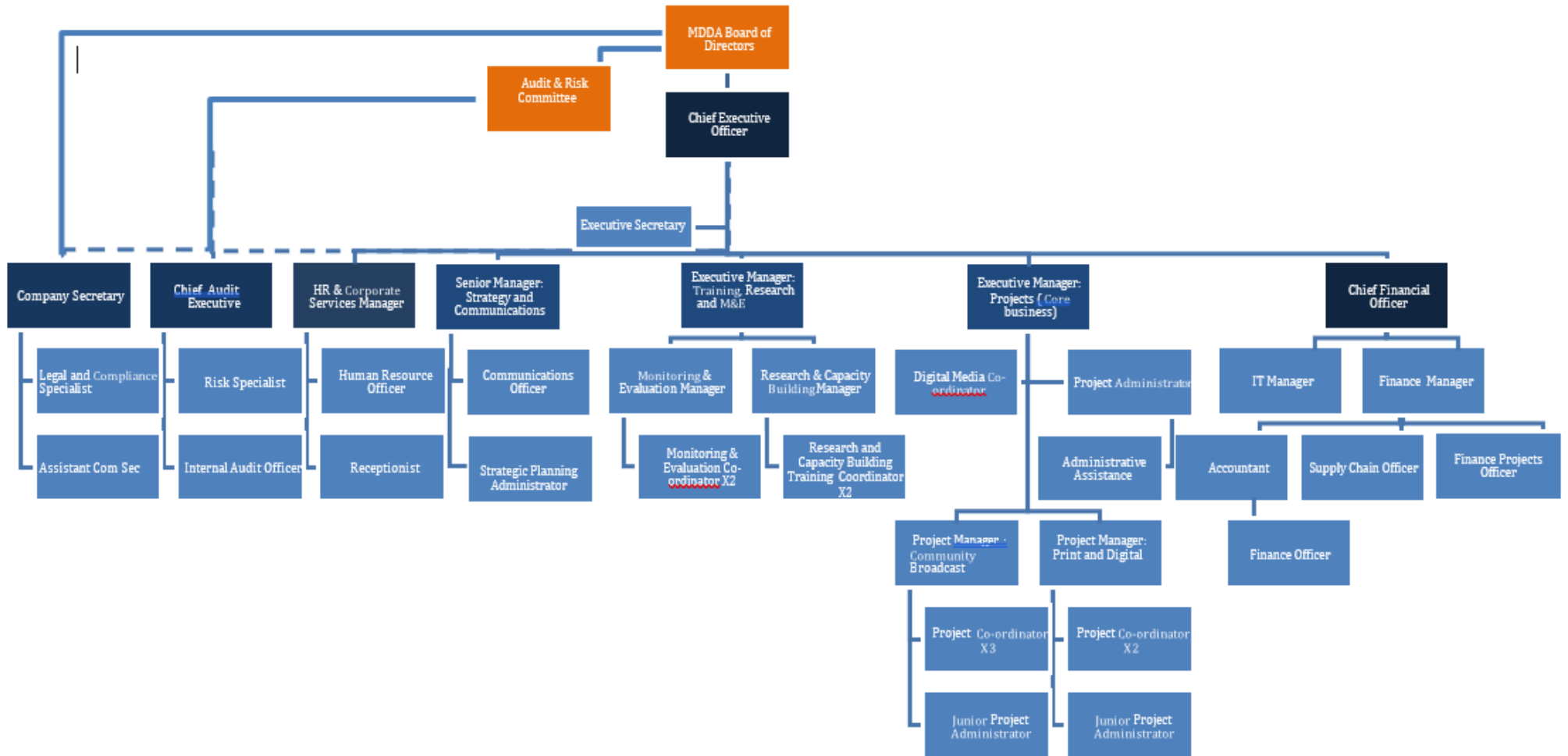| STRENGTHS	OPPORTUNITIES
► First in the global context to embark on a study and development of a community media sustainability model; a project supported by UNESCO ► Recognised as the voice of community radio ► A clear mandate as the only development agency for community media in the country ► Committed and passionate team ► Organisational leadership stability ► Strong partnerships with opportunity to harness them for greater mutual benefit	► Partnerships to advance the MDDA mandate execution with among others, the National Electronic Media Institute of South Africa (NEMISA), Film and Publication Board (FPB), Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA), Small Enterprise Development Agency (SEDA), institutions of higher learning, Pan African Language Board (PanSALB), National Lotteries Commission (NLC) and Statistics South Africa (StatsSA) ► Playing a key role in the developing space of digital media ► A resilient and sustainable organisation ► Strengthening of enabling Act – structure and systems review ► A shift from being an 'ATM' to being a development partner for community media ► Improve collection of insights using scientific tools ► Capacity building (reduce outsourcing) ► Reimagining print in the era of digitisation
ASPIRATIONS	RESULTS
► An agile, efficient, well-structured organisation ► The community have access to media in a highly simplified manner – community media to challenge mainstream media in rural areas ► A self-sustaining community media ► MDDA is still in existence as a Schedule 3A, not a Non-Profit Company (NPC	► The decline in repeat funding requests for operational costs ► MDDA support extended to more districts that it has not serviced ► Staff morale is high, stable leadership, high performing organisation that values people and their contribution ► Financially sound and sustainable organisation ► A strong brand and organisational reputation –

▶ United, collaborative, well-coordinated, depoliticised organisation, committed to delivering on its mandate	respected by industry partners ▶ A central repository of sector intelligence ▶ A sector innovation hub

5.2.2 Organisational capacity

To deliver on the aspirations, take advantage of the opportunities and ultimately realise the results and as outlined in the SOAR analysis, adequate organisational capacity in terms of all resources is critical. The MDDA is acutely aware of the preconditions that must prevail for the organisation to maintain and further improve its internal strengths in which to anchor its endeavours.

The MDDA has a staff complement of 41 employees who operate in the structure shown in figure 1 above with the current vacancy rate of 7%.

All operations of the MDDA are centralised at the head office in Parktown, Johannesburg without any regional offices at this point. There are seven fully cross-functional business units to meet the institution's mandate of service delivery requirements nationally.

The MDDA Act makes provision for the MDDA to obtain funding from the government, major broadcasters and commercial print media. It further makes a provision for the entity to source funding from foreign donors and accepts any money legally accrued. In its fundraising strategy, the organisation will thus make a concerted effort to lobby for foreign donations.

5.2.3 Governance

The operations of the MDDA are overseen by the fully functional Board of Directors whose functions are governed by the Board Charter, which also prescribes that the MDDA only acts through the Board.

For good corporate governance, the MDDA Board concludes a Governance Agreement similar to the Memorandum of Incorporation (MOI) and the Shareholder's Compact with the Shareholder, annually. The Agreement adopts the principles of schedule 1 of the Companies Act which governs non-profit companies as well as the principles applicable to a State-Owned Company in terms of the Companies Act.

This Agreement is based on mutual respect and understanding between the Minister in The Presidency and the MDDA Board. It is aimed at achieving a proper balance between the freedom to manage the MDDA, transparency in the management of the MDDA and accountability to the Minister.

In line with the plan to strengthen risk management, the MDDA has just concluded a job grading exercise for the risk management executive post and is awaiting the decision of the Audit and Risk Committee (ARC).

5.2.4 Human capital management

The MDDA's HR department operates as a critical business partner within the organisation to maximise its contribution to, and alignment with, the strategic direction of the business. It needs to add true business value by offering a suite of professional services, expertise, and advice, duly underpinned by effective risk management and legislative compliance; to ensure the efficient and effective management of the MDDA's workforce challenges.

Despite the recent challenges with the HR department, the HR policies are in place and were approved by the Board recently. A staff satisfaction survey internally conducted revealed three areas that are a major source of staff dissatisfaction by staff, namely, 1) a lack of communication; 2) inadequate staff benefits; and 3) poor leadership management. There are specific interventions underway targeted directly at addressing these issues with specific timelines, supported by the Board.

5.2.5 Equity

As per the Employment Equity Act (EEA) 1998 (No 55 of 1988), the organisation submits its Employment Equity Plan on a three (3) year basis to the Board and its Employment Equity Report to the Department of Labour yearly.

Figure 4 below captures the MDDA's staffing patterns between the first and the second quarter of 2021.

Figure 3: MDDA staff compliment between Q1 and Q2: 2021

MDDA STAFF COMPLIMENT BETWEEN Q1 AND Q2: 2021

■ Total Staff Compliment ■ Current Staff Compliment
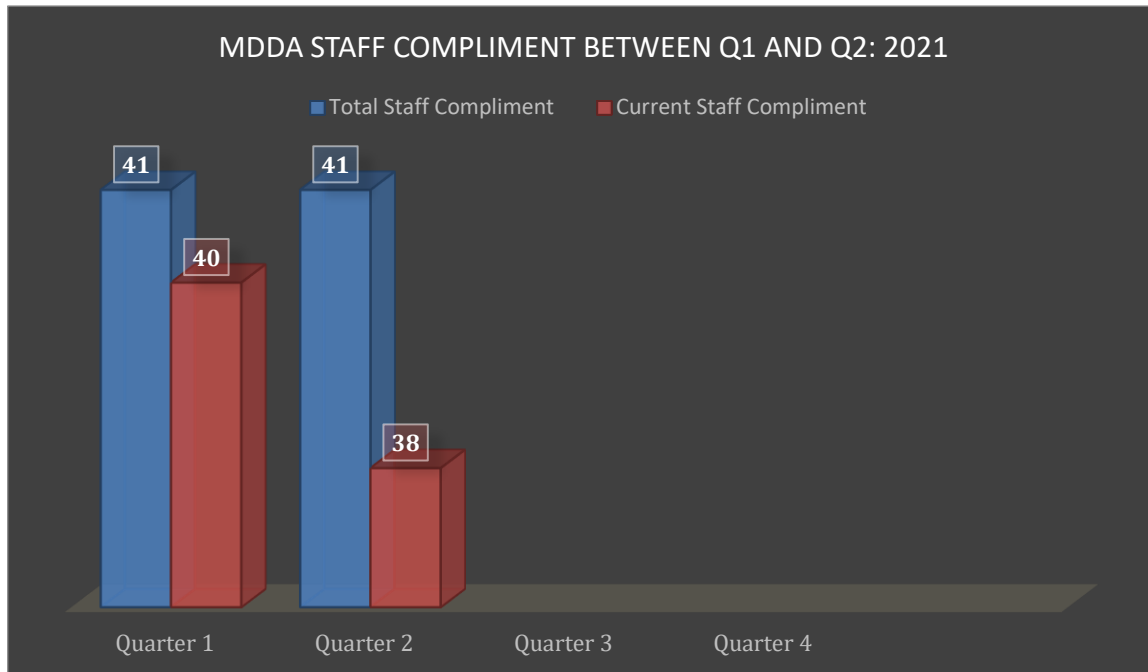
Table 2 below provides the breakdown of the staff compliment across all key matrices, including, occupational levels, skills level, gender and race.

Table 2: MDDA staffing breakdown

OCCUPATIONAL LEVELS	Male				Female				Total	Disability	Foreign Nationals	
	A	C	I	W	A	C	I	W		All	Male	Female
Top management	1	0	1	0	2	0	0	0	4	0	0	0
Management	4	0	0	0	3	0	1	0	8	0	0	0
Professionally qualified	8	0	0	0	13	0	0	0	21	0	0	0
Skilled level	2	0	0	0	2	0	0	0	4	1	1	0
Semi-skilled	0	0	0	0	1	0	0	0	1	0	0	0
TOTAL PERMANENT	15	0	1	0	21	0	1	0	38	0	0	0
TOTAL FIXED-TERM-EMPLOYEES	1	0	0	0	1	0	0	0	1	0	0	0
GRAND TOTAL	16	0	1	0	22	0	1	0	39	1	1	0

5.2.6 Information and Communication Technology

The MDDA has a robust ICT environment and is in the process of moving the entire business to be cloud-based. The Finance business unit and payroll have already begun utilising the virtual server environment and all data is stored and backed up remotely with the plan to store the entire MDDA data remotely over MTEF period.

5.2.7 Financial Resources

Financial matters within the MDDA, including revenue sources and allocation of funds.

Table 3: MDDA expenditure per programme

	EXPENDITURE PER PROGRAMME					
No	**Description**	**Audited 2020/21**	**Budgeted 2021/22**	**Projected 2022/23**	**Projected 2023/24**	**Projected 2024/25**
1	Governance and Administration	29 713 080	34 129 500	32 929 636	34 232 280	35 783 153
2	Grant and Seed Funding	74 737 189	96 120 927	64 612 854	64 371 512	58 064 367
3	Partnerships, public awareness and advocacy	514 560	1 650 778	1 000 000	1 048 000	1 098 304
4	Capacity building and sector development	170 300	2 500 000	2 815 000	2 651 374	3 434 401
5	Innovation, Research and Development	1 264 408	4 386 318	1 500 000	1 131 685	1 182 498
TOTAL		**106 399 537**	**138 787 523**	**102 857 491**	**103 434 851**	**99 562 724**

Table 4 below depicts MDDA projected budget over the MTEF period. It must be noted however, that the MDDA is still awaiting the final figures regarding the budgets, the budgets contained are the initial allocation budgets.

Table 4: Financial projections to support the implementation of the Strategic Plan

MDDA 2021/22 to 2024/25 Budget Summary						
Description	**Audited 2020/21**	**Original Budget 2021/22**	**Adjusted Budget 2021/22**	**Budgeted 2022/23**	**Projected 2023/24**	**Projected 2024/25**
Revenue	**104 769 045**	**93 335 948**	**128 737 583**	**102 857 491**	**103 434 851**	**99 562 724**
Broadcast Funders	60 915 177	56 135 835	64 948 917	56 279 701	56 541 067	56 844 232
Grants income	39 801 706	32 968 412	60 187 627	42 557 674	42 774 674	38 590 337
Other Income: Interest	4 052 162	4 231 701	3 601 039	4 020 116	4 119 110	4 128 155
Expenditure	**105 590 501**	**93 135 948**	**138 787 523**	**102 857 491**	**103 434 851**	**99 562 724**
Grant Expenditure	65 154 976	47 201 371	89 519 998	53 953 061	52 513 753	46 338 111
Employee Costs	31 146 269	35 571 190	35 201 496	37 466 904	39 144 010	40 911 928
MDDA Board costs	1 337 431	1 147 425	1 400 716	1 493 478	1 562 909	1 635 697
Administration Costs	7 951 826	9 215 962	12 665 313	9 944 047	10 214 179	10 676 988
Capital Expenditure	**809 036**	**200 000**	**370 000**	**300 492**	**200 000**	**200 000**
Capital Assets	809 036	200 000	370 000	300 492	200 000	200 000
Surplus / (Deficit)	**- 1 630 492**	**-**	**- 10 419 940**	**0**	**-**	**-**
Notes: Depreciation not budgeted from 2021/22. Assets replacement has been provided for						

PART C: MEASURING OUR PERFORMANCE

6. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME 1: GOVERNANCE AND ADMINISTRATION

PURPOSE	The programme ensures effective leadership, strategic management, and operations, through continuous refinement of organisational strategy and the implementation of the appropriate legislation and best practice.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Unqualified audit	1. Unqualified audit with no significant findings	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit with no significant findings	Unqualified audit with no significant findings	Unqualified audit with no significant findings	Unqualified audit with no significant findings
		2. Percentage of fraud detected or prevented through effective risk management mechanisms	-	-	New indicator	Fraud prevention and risk management strategies implemented	100%	100%	100%
	Financial Performance Efficiency	3. Percentage of invoices processed for payment within 30 days	-	-	New indicator	100%	100%	100%	100%
		4. Percentage of Fruitless and Wasteful Expenditure incurred	-	-	New indicator	0%	0%	0%	0%

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Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
		5. Percentage of Irregular Expenditure incurred	-	-	New indicator	0%	0%	0%	0%
	Human Resources Strategy	6. Percentage of Human Resources Strategy implementation targets achieved	-	-	New indicator	Human Resources Strategy submitted to Board for approval	60%	70%	90%

Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
1. Unqualified audit with no significant findings	Unqualified audit opinion	Submission of unaudited annual financial statements and performance information to National Treasury	Unqualified audit opinion	Development of Audit Action Plan	Audit Action Plan submitted to Audit & Risk Committee
2. Percentage of fraud detected or prevented through effective risk management mechanisms	100%	Annual Fraud Prevention Plan submitted to the Board for approval	Quarterly risk mitigations review report submitted to ARC for recommendation to the Board	Quarterly risk mitigations review report submitted to ARC for recommendation to the Board	100%
		Annual risk register submitted to ARC for recommendation to the Board	Fraud hotline reports submitted to ARC	Fraud hotline reports submitted to ARC	
3. Percentage of invoices processed for payment within 30 days	100%	100%	100%	100%	90%
4. Percentage of Fruitless and Wasteful Expenditure incurred	0%	0%	0%	0%	0%
5. Percentage of Irregular Expenditure incurred	0%	0%	0%	0%	0%
6. Percentage of Human Resources Strategy implementation targets achieved	60%	10%	10%	20%	20%

Explanation of planned performance over the Medium-Term Period

OUTCOME 1: Capable, effective, and ethical organisation in support of the delivery of the MDDA mandate

In the medium term, the unit intends to ensure effective corporate governance principles. Furthermore, it intends to maintain an unqualified audit outcome with no significant findings. The focus for this period will also fall on the implementation of effective financial and administrative management practices through the application of sound financial management systems and procedures in line with the requirements of the Public Finance Management Act (PFMA). This will be further supported by a step-change in the implementation of risk management that will include the tracking of the maturity levels over the period up to the end of the current MTSF period, coinciding with the current MTEF period. To this end, the agency is targeting to attain a Level 3: Mature level out of the 4 levels of the MDDA Risk Management Maturity Assessment Framework, namely, Level 1: Basic; Level 2: Emerging; Level 3: Mature; and Level 4: Advanced.

Further developments are also planned in improving the business processes of the organisation with activities towards an automated business process environment. Interventions that are being initiated to automate the organisational operations are contained in the Annual Operation Plan of the unit.

Attention will be also given to the effective implementation of the Human Resource Management Strategy to ensure a capable and efficient organisation. What appears to be low targets pertaining to the implementation of HRM Strategy is mainly informed by the challenges that have beset the agency recently that necessitate a concerted effort in rebuilding the HR department itself.

OUTCOME	KEY RISK	MITIGATION
Outcome 1: Capable, effective, and ethical organisation in support of the delivery of the MDDA mandate	Regression of Audit opinion	• Compilation of Audit improvement plan • Progress on implementation of compliance Metrix. (Legislation and policies) • Functional oversight structures (ARC)
	Insufficient funding for grant beneficiaries and MDDA operations	• Stakeholder engagements/partnership with stakeholders. • Lobbying of broadcasters to pay USAF levies to MDDA as opposed to the ICASA. • Use of interest earned from surplus funds.
	Fraud, corruption and theft	• Fraud prevention policies, procedures and awareness campaigns are in place. • Functional corporate governance structures. • Conflict of interest declaration and recusal • Fraud hotline implemented. • Segregation of duties. • Online banking controls • The MDDA code of conduct
	Inadequate levels of Competencies (Skills)	• Recruitment of highly qualified individuals • The Workplace skills plan (WSP) • Implementation of the performance management policy
	Inadequate corporate governance	• Existing Corporate governance structures • Policies and procedures in place • Functional office of Company secretariat • Approved terms of references and charters

PROGRAMME 2: GRANT AND SEED FUNDING

PURPOSE	The programme promotes media development and diversity through financial and non-financial support for community broadcasting as well as community and small commercial print projects. The programme consists of two strategic objectives, encapsulated in two sub-programmes

Sub-Programme 2.1: Community and Small Commercial Media

PURPOSE	The purpose of this sub-programme is to facilitate ownership, control and access to information and content production of community and small commercial media by historically disadvantaged communities

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	Community broadcast project funding	7. Number of grant funding applications for community broadcast projects approved	29	18	20	20	20	20	22
	Community and Small Commercial Media digital/print project funding	8. Number of grant funding applications for small commercial print or digital media projects approved	12	10	8	6	6	6	6
Capacitated, digitally responsive	Community Media digital	9. Number of media projects	-	Community Media digital	Community Media digital strategy and 3-	13	16	20	22

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
community-based media sector	strategy implemented	provided with digital support		strategy commissioned	year plan submitted to Board for approval				

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
7. Number of grant funding applications for community broadcast projects approved	20	-	-	20	-
8. Number of grant funding applications for small commercial print and digital media projects approved	6	-	-	6	-
9. Number of media projects provided with digital support	16	-	-	-	16

Sub-programme 2.2: Monitoring and Evaluation

PURPOSE	The purpose of this sub-programme is to monitor and evaluate input, output, and compliance to MDDA grant-in-aid contracts to measure the effectiveness and efficiency of MDDA support

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Annual evaluation of M&E reports	10. Number of annual evaluation reports generated on funded projects	-	Final annual evaluation report submitted for approval	Final annual evaluation report submitted for approval	Final annual evaluation report approved	Final annual evaluation report approved	Final annual evaluation report approved	Final annual evaluation report approved

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
	Monitoring reports on input, output, and compliance to MDDA grant-in-aid contracts	11. Number of monitoring reports generated on funded projects	86	80	80	65	65	65	65

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
10. Number of annual evaluation reports generated on funded projects	1	-	-	-	1
11. Number of monitoring reports generated on funded projects	65	20	20	20	5

Explanation of planned performance over the Medium-Term Period

OUTCOME 2: Media diversity promoted through the growth of sustainable community-based and small commercial media nationally

OUTCOME 3: Capacitated, digitally responsive community-based media sector

OUTCOME 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate

Against the backdrop of celebrating its twenty years of sector support, the plans for the current MTEF period first and for all, appreciate how drastically the landscape has changed in the last twenty years ago. While the performance indicators remain essentially the same, projecting into the next twenty years, the approach to engaging and supporting the industry will drastically change.

The digital revolution has fundamentally impacted the sector and the agency's Innovation Digital Strategy seeks to take the industry along on the journey to continually innovate, not only to survive but also to thrive. The elevated focus on digital media in general and digitisation of operations, in particular, attest to the agility of the agency to adapt to its dynamic environment. The limitations of acutely limited resources mean the performance targets can never be nearly close to the kind of demands on the services of the agency. The limited resource reality is compounded by beneficiaries who keep returning for MDDA support as they battle to survive on their own.

Various initiatives have been taken to remedy the challenges briefly outlined above, which are at the core of the revision of the Strategic Plan. For instance, the agency has embarked on an ambitious plan to develop a Sustainability Model that will be underpinned by the outcomes of the scientific study currently underway, supported by UNESCO. The positive outcomes of the Model will impact positively the ability of the unit to service more beneficiaries.

The Balanced Scorecard of the strategy also reflects the extent to which the rigorous implementation of the Fundraising Strategy as well as legislatively formalising the contributions by the print media will bolster the financial position of the agency and thus its ability to extend the reach of its services.

Updated Risks

OUTCOME	KEY RISK	MITIGATION
Outcome 2: Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	Inadequate record management which may lead to loss of projects records	The utilisation of PTS electronic grant management system is the current system in place. The system needs to be enhanced to mitigate any possible loss to records.
	Created funding expectations from the call of proposal and national roadshows	To include the total budget for funding in the call for proposal will result in eliminating the expectations
	Non-compliance with grant agreement	Conducting contracting and compliance workshops to assist the beneficiaries
Outcome 3: Capacitated, digitally responsive community-based media sector	Digital coordination capacity limitation may lead to nonachievement of targets	One digital coordinator appointed. More budget is needed to further capacitate this function.
Outcome 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Inadequate Integration between units (Inefficiencies)	Quarterly Integration sessions

PROGRAMME 3: PARTNERSHIPS, PUBLIC AWARENESS, AND ADVOCACY

PURPOSE	This programme seeks to position the MDDA as a leading influencer and authoritative voice in the community and small commercial media, through implementation of strategic partnerships to carry out media development and diversity interventions and creating a positive image in pursuance of MDDA's mandate to grow the community and small commercial media

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Stakeholder engagements for support of the community and small commercial media	12. Number of stakeholder engagements held	-	-	-	4	4	4	6
	Media engagements to position the brand MDDA	13. Number of media engagements held	-	-	-	12	12	12	14
	Fundraising initiatives for support of community and small commercial media	14. Number of proposals for funding and support presented to potential and existing stakeholders	-	-	-	6	6	6	8

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
12. Number of stakeholder engagements held	4	1	1	1	1
13. Number of media engagements held	12	3	3	3	3
14. Number of proposals for funding and support presented to potential and existing stakeholders	6	1	2	2	1

Explanation of planned performance over the Medium-Term Period

OUTCOME 1: Capable, effective, and ethical organisation in support of the delivery of the MDDA mandate

In the medium-term, the unit intends to implement stakeholder engagements to support the community and small commercial media. The focus for this period will also fall on the implementation of media engagements to position the MDDA brand to stakeholders and beneficiaries at large. Attention will be also given to Fundraising initiatives for support of community and small commercial media.

Updated Risks

OUTCOME	KEY RISK	MITIGATION
Outcome 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	• Timing of the MDDA communicating messaging may inappropriate • MDDA may source funds from the undesirable funders	Communications policies • Different messaging for the different stakeholders • Use of the relevant platforms • Use of MDDA website and MDDA official social media as a communication tool. • Internal meetings • Going through the Minister / GCIS department for the coordination in international funding. • Programme for the lobbying of large stakeholders funding.

PROGRAMME 4: CAPACITY BUILDING AND SECTOR DEVELOPMENT

PURPOSE	One of the objectives of the agency outlined in the MDDA Act of 2002 is to "encourage the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups". In response to this, the Agency has

	developed capacity-building programmes, which aim to provide community and small commercial media with necessary skills needed for effective performance in day-to-day work.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2021/22	MTEF Period		
			2018/19	2019/20	2020/21		2022/23	2023/24	2024/25
Increase in HDI communities accessing media opportunities and information through community and small commercial media	Training interventions aimed at capacitating the community media with skills aligned to sector specific needs	15. Number of training interventions aimed at capacitating the community media	9	6	6	6	6	6	**6**
	Media literacy workshops	16. Number of media literacy workshops conducted	1	3	3	2	2	2	2
	Culture of reading initiatives	17. Number of reading initiatives held	-	-	New indicator	1	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
15. Number of training interventions aimed at capacitating the community media with skills	6	-	2	2	2
16. Number of media literacy workshops conducted	2	1	-	1	-
17. Number of reading initiatives held	2	-	1	1	-

Explanation of planned performance over the Medium-Term Period

In response to this, the Agency has developed capacity-building programmes, which aim to provide community and small commercial media with necessary skills needed for effective performance in day-to-day work.

The community media sector is plagued with various capacity challenges as has been highlighted by many community media interventions, research projects and engagements. For example, during the July 2018 Community Media Indaba, convened by the Department of Communications and coordinated by the MDDA, corporate governance challenges were mentioned amongst the top of the list of capacity building and training needs for the sustainability of community and small commercial media.

Compliance is another area of concern. The funding contract developed by the Agency includes a Schedule of Particulars (SOP) that outlines how funds must be disbursed, reporting requirements, project outcomes and implementation timeframes. However, when reporting for the disbursed funds, the majority of beneficiaries' struggle to compile satisfactory reports accounting for funds. Thus, it remains a culture of the Agency to provide practical training each year, in order to impart knowledge on how to comply and account for grants accordingly. For example, the Agency's Grantee Orientation Workshop is designed for all new grantees approved by the Board for financial and non-financial support. The training emphasises corporate governance and compliance., which is also crucial if community media can attract funding from other sources as well as revenue in the form of advertising support.

Other challenges experienced are summarised as follows:
- Difficulties in retaining trained people in the sector

- Training initiatives not flexible and not needs orientated (one size fits all)
- Limited funding for training initiatives
- Projects delegating same people to attend all the training

Capacity Building within the organisation emphasises MDDA leading capacity building interventions to ensure that capacity building becomes an important facet for strengthening and sustainability. Given the technological changes happening within and outside the sector, skills development is even more necessary to take community media projects to the future.

Effective capacity building interventions are informed and shaped by many factors, internally these include the MDDA Act No. 14 of 2002 and MDDA Regulations and externally the National Development Plan and other relevant and related legislation, which the MDDA is required to comply with, including and most importantly the Constitution of the Republic of South Africa. Capacity Building, at its core, seeks to promote elements of the MDDA Vision and Mission, namely:

Vision
Access to diversified media for all

Mission
Ensuring the sustainable development of vibrant, innovative and people-centred media

MDDA Capacity Building is also informed by the MDDA Strategic Plan, which promotes education and transfer of skills for community media towards the empowerment and sustainability of the sector in South Africa.
MDDA capacity building is built upon the following three aims:
1. Using capacity building to improve visibility of the organisation.
2. Building internal and external capacity building partnerships.

3. Ensuring innovative capacity building interventions that will ensure sustainability of community media projects.

Upskilling of the community media practitioners is integral to the sustainability of the sector. The recently concluded community media skills needs analysis commissioned by the MDDA, emphasises that there is a wide range of specific skills gaps and training needs that the Agency should address to support community and small commercial media to be effective and efficient. Prioritisation will depend on the availability of funds.

Skills needs are broadly summarized as follows:

- o Grantee Orientation Workshop
- o Marketing and sales
- o Financial management
- o Corporate governance and compliance.
- o Content development and programme production
- o Content-based workshops e.g., science, health, elections reporting, Gender-based Violence etc
- o Media Literacy and awareness initiatives that promote development of critical and creative thinking and active participation in media.

Updated Risks

OUTCOME	KEY RISK	MITIGATION
Outcome 4: Increase in HDI communities accessing media opportunities and information through community and small commercial media	Ineffective training and research initiatives	Regular engagements with the service providers (Monthly meetings)

PROGRAMME 5: INNOVATION, RESEARCH AND DEVELOPMENT

PURPOSE	The MDDA Act 14 of 2002 on Section 3 (VI) outlines the objectives of the Agency to include (amongst others) to "encourage research regarding media development and diversity". There is also a lack of research and information specific to the sectors that inform programme development and strategic focus (e.g., not much information on the number of indigenous language newspapers in SA, number of readers of such newspapers, etc.). The purpose of this programme is therefore to champion research, development, and innovation to create a media development and diversity body of knowledge.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance	MTEF Period		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Research projects on key trends/ developments impacting the community media sector	18. Number of Research projects funded on key trends/develop ments impacting the community media sector	3	1	3	2	2	2	2
Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	Community Media Sustainability Model	19. Community Media Sustainability Model developed	-	-	Study into development of Community Media Sustainability Model commissioned	Community Media Sustainability Model draft research report submitted by the Service Provide	Community Media Sustainability Model preliminary findings submitted to the Board for approval	Community Media Sustainability Model launched and implemented	-

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
18. Number of Research projects funded on key trends/developments impacting the community media sector	2	-	1	1	-
19. Community Media Sustainability Model developed	Community Media Sustainability Model preliminary findings submitted to the Board for approval	-	-	Draft Community Media Sustainability Report Findings and Sustainability Model	Final Community Media Sustainability Report Findings and Sustainability Model Approved by the Board

Explanation of planned performance over the Medium-Term Period

OUTCOME 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate

OUTCOME 2: Media diversity promoted through the growth of sustainable community-based and small commercial media nationally

The strategic objective of Programme 5: Innovation, Research and Development is to champion research, development, and innovation to create a media development and diversity body of knowledge by 2024/5.

Our research places emphasis on MDDA leading research interventions to ensure that research becomes an important facet for strengthening and sustainability of the community and small commercial media sector; and identifying strategically important research areas. Given the technological changes happening in and out of the sector, our research also emphasises innovation research that is necessary to take community media projects to the future.

The Research of the unit, therefore, is intended to guide the research and training work of the MDDA and seeks to ensure the development of community and small media sectors, as well as the transformation of the sector.

The MDDA Research, at its core, seeks to promote elements of the MDDA Vision and Mission:

MDDA Vision

Access to diversified media for all

MDDA   **Mission**

Ensuring the sustainable development of vibrant, innovative and people centred media

MDDA Research is also informed by the MDDA Strategic Plan, which seeks to champion research, development and innovation to create a media development and diversity body of knowledge.

The MDDA research is built upon the following four aims:
- Using research to improve visibility of the organisation.
- Building internal and external research partnerships.
- Ensuring innovative research interventions that will ensure sustainability of community media projects and
- Contributing to policy making processes so that policy is in favour of the community media sector.

The Research is also very critical for the achievement of the vision behind the establishment of the MDDA and to build a compelling business case for the future existence of the organisation based on past successes, which the Research intends to measure and quantify.

With the advent of 4IR, the concept and phenomenon of media innovation is gaining some attention in the academic community, policy circles and among practitioners. To ensure a future proof community media sector, the Agency must ensure that Research and Development are at the centre of its work.

The Research also serves as an indicator to stakeholders of the areas of research that the Agency has deemed to be of critical importance in the effort to develop and to transform the media sector.

More specifically, the Research is developed as a means through which:

a) The Agency informs its planning, strategy development, policymaking and implementation processes

b) It informs its stakeholders of the research that the Agency has prioritised

c) The Agency signals to funders, and to its development partners, the research areas where investment and resource allocation is required, and

d) It is thought that this research will be of use to researchers, post-graduate students and research organisations and as a way of informing in their research planning

The research helps in communicating to others what the research intentions of the organisation are and the areas in which expertise is being or will be developed by the organisation for the development and transformation of South Africa's media sector. It also serves as a guide in the decision-making processes, strategy development processes and policy-decisions of the organisation.

Research is also concerned with highlighting Government's priority areas and streamlining attention toward them and giving guidance on the on-research investment decisions.

The MDDA also delivers its research work by making use of strategic partnerships with other Government departments, industry bodies as well as stakeholders and is aligning its performance programmes so as to contribute towards realising of key priorities of the National Development Plan (NDP) and of the Electoral Mandate. The MDDA has, for example, gone into partnerships with ICASA and SENTECH, as a signal distributor and State-Owned Entity. Partnerships, therefore, remain key to enhancing uninterrupted community broadcast services that provide the majority of South Africans with access to information and a platform to express themselves and contribute to participatory democracy.

OUTCOME	KEY RISK	MITIGATION
Outcome 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Ineffective training and research initiatives	Regular engagements with the service providers (Monthly meetings)
OUTCOME 2: Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	Poor of understanding of the deliverables/ terms of reference by the service provider	

PROGRAMME: 1. Governance & Administration

1. Indicator title	Unqualified audit with no significant findings
Definition	Ensures compliant and efficient use of Agency financial resources to attain an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements
Source of data	Copy of audit report
Method of Calculation/ Assessment	Basic count: Audit opinion
Means of Verification	Annual report/ AGSA
Assumptions	Fully capacitated CFO and Financial Unit posts in MDDA
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Clean Administration
Indicator responsibility	Chief Financial Officer

2. Indicator title	Percentage of fraud detected or prevented through effective risk management mechanisms
Definition	Implementation of fraud detection and prevention mechanisms as well as risk management strategies that will result in the reduction of the possibilities for occurrence of fraud
Source of data	• Fraud prevention plan • Risk Registers • Fraud hotline reports • ARC Minutes/Agendas
Method of Calculation/ Assessment	Basic count of fraud risks and issues as a total detected and/or prevented expressed as a percentage against a total of 100%
Means of Verification	Minutes of the meeting
Assumptions	Fully capacitated CFO and Financial Unit posts in MDDA
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Non-occurrence of fraud cases
Indicator responsibility	Chief Financial Officer

3. Indicator title	Percentage of invoices processed for payment within 30 days
Definition	Ensures compliant and efficient use of Agency financial resources to attain an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements and compliance with the relevant legislation.
Source of data	Invoice payment register
Method of Calculation/ Assessment	Basic count of invoices processed for payment within 30 days (Cumulative)
Means of Verification	Invoice register
Assumptions	Fully capacitated CFO and Financial Unit posts in MDDA
Calculation type	Cumulative
Reporting cycle	Quarterly

Desired performance	Clean Administration
Indicator responsibility	Chief Financial Officer

4. Indicator title	**Percentage of Fruitless and Wasteful Expenditure incurred**
Definition	Ensures compliant and efficient use of Agency financial resources to attain an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements and that the entity does not incur any expenditure which could have been avoided.
Source of data	Copy of audit report
Method of Calculation/ Assessment	Basic count of Irregular Expenditure disclosed in the AFS (New fruitless and wasteful expenditure / 2019/20 balance baseline)
Means of Verification	Board approved annual financial statements
Assumptions	Fully capacitated CFO and Financial Unit posts in MDDA
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Clean Administration
Indicator responsibility	Chief Financial Officer

5. Indicator title	**Percentage of Irregular Expenditure incurred**
Definition	Ensures compliant and efficient use of Agency financial resources to attain an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements and that the entity does not incur any expenditure which was procured contrary to legislation
Source of data	Copy of audit report
Method of Calculation/ Assessment	Basic count of Irregular Expenditure disclosed in the AFS (New irregular expenditure / 2019/20 balance baseline)
Means of Verification	Board approved annual financial statements
Assumptions	Fully capacitated CFO and Financial Unit posts in MDDA
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Clean Administration
Indicator responsibility	Chief Financial Officer

6. Indicator title	**Percentage of Human Resources Strategy implemented targets achieved**
Definition	Ensures that the Agency is fully capacitated with skills aligned to efficient delivery of the MDDA mandate and that there is a staff complement aligned to the vision of the Agency and motivated via personal development opportunities and wellness support
Source of data	Project implementation reports
Method of Calculation/ Assessment	Basic count of the total number of performance targets expressed as a percentage against the total of 100%
Means of Verification	Board minutes
Assumptions	Budget available Fully capacitated HR posts in MDDA
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Fully capacitated, aligned, and motivated staff complement

6. Indicator title	Percentage of Human Resources Strategy implemented targets achieved
Indicator responsibility	Manager: Human Resources & Corporate Affairs

PROGRAMME: 2. Grant and Seed Funding

Sub-Programme Name: 2.1 Community and Small Commercial Media

7. Indicator title	Number of grant funding applications for community broadcast projects approved
Short description	Provide financial support to community broadcast projects who have not previously been funded by the MDDA or who have previously been funded and require funds for strengthening to improve sustainability. This therefore includes projects funded for the first time and for strengthening and covers both community radio and TV.
Source	Application Forms, Initial Screening Reports, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments and Progress Reports.
Method of Calculation/ Assessment	Basic count of projects approved by the Board
Means of verification	Grant funding applications approved by the Board
Assumptions	Adequate funding available MDDA projects team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Sustainable community broadcast projects accessible to disadvantaged communities
Indicator responsibility	Executive Manager: Projects

8. Indicator title	Number of funding grant funding applications for print or digital media projects approved
Definition	Provide financial support to print and/or digital media platforms owned and controlled by communities or independent publishers who have not previously been funded by the MDDA or who have previously been funded and require funds for strengthening to improve sustainability.
Source	Application Forms, Initial Screening, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments and Progress Reports
Method of calculation	Basic count of projects applications approved by the Board
Means of verification	Grant funding applications approved by the Board
Assumption	Adequate funding available MDDA projects team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Sustainable print/digital media accessible to disadvantaged communities
Indicator responsibility	Executive Manager: Projects

9. Indicator title	Number of media projects provided with digital support
Definition	Provide digital support to diverse media platforms owned and controlled by communities or small, independent publishers in order for them to make

	optimal use of digital and social media to enhance communities access to the media
Source	Three-year community media digital plan
Method of Calculation/ Assessment	Basic count of projects provided with digital support
Means of verification	Reports on projects provided with digital support signed by Executive Manager: Projects
Assumptions	Adequate funding available MDDA projects team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Sustainable digital media accessible to disadvantaged communities
Indicator responsibility	Executive Manager: Projects

Sub-Programme Name: 2.2 Monitoring and Evaluation

10. Indicator title	**Annual evaluation report on funded projects identifying thematic findings from M&E reports approved**
Definition	Summarised findings from monitoring and evaluation of project performance during year under review to identify cross cutting issues and challenges for developing future interventions
Source	Authorised copy of annual evaluation report, Board minutes
Method of Calculation/ Assessment	Basic count of reports submitted
Means of verification	Board minutes; copy of report
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Themes identified for development of meaningful and impactful capacity building interventions
Indicator responsibility	Executive Manager: Research, Training and M&E

11. Indicator title	**Number of grant-in-aid support for community and small commercial projects monitored and evaluated for compliance and impact**
Definition	Monitoring of project performance for early detection of challenges faces by supported projects
Source	Authorised copies of onsite Monitoring reports and information on projects monitored contained in the report
Method of Calculation/ Assessment	Basic count of monitoring reports produced annually
Means of verification	Project Monitoring Reports signed by Executive Manager: Research, Training and M&E
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Issues of compliance and sustainability identified early for intervention
Indicator responsibility	Executive Manager: Research, Training and M&E

PROGRAMME 3: Partnerships, Awareness and Advocacy

12. Indicator title	Number of stakeholder engagements held
Short description	Interactions including events or one-on-one engagements held with stakeholders to maintain/develop new partnerships with stakeholders for funding and other support
Source	Stakeholder engagement strategy
Method of Calculation/ Assessment	Basic count of engagements
Means of verification	Attendance/meeting register
Assumptions	Primary MDDA stakeholders identified Buy-in from MDDA Management
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Establishment/maintenance of positive relationships with stakeholders leading to signing of partnership agreements (MoAs, MoUs)
Indicator responsibility	Senior Manager: Strategy & Communications

13. Indicator title	Number of media engagements held
Short description	Media engagements to position the MDDA Brand covering a range of media platforms such as opinion pieces, media statements, quarterly briefings, one-one engagements, radio/TV interviews, dialogues, etc.
Source	Stakeholder engagement strategy
Method of Calculation/ Assessment	Basic count of media engagements
Means of verification	News clipping, e.g., published media statement, radio/tv interview recording/ social media clipping
Assumptions	Buy-in from MDDA Management
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	High profile, positive MDDA brand value
Indicator responsibility	Senior Manager: Strategy & Communications

14. Indicator title	Number of proposals for funding and support presented to potential and existing stakeholders
Short description	Development and presentation of proposals to identified primary stakeholders in order to increase the MDDA's funding and support base
Source	Stakeholder engagement strategy
Method of Calculation/ Assessment	Basic count of engagements
Means of verification	Meeting register or email confirmation of receipt of proposal
Assumptions	Primary MDDA stakeholders identified Buy-in from MDDA Management
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased number of stakeholders funding and providing non-financial support to MDDA

Indicator responsibility	Senior Manager: Strategy & Communications

PROGRAMME 4: Capacity Building and Sector Development

15. Indicator title	**Number of training interventions aimed at capacitating the community media with skills**
Short description	Facilitate capacity building and training in areas identified as negatively impacting on project's sustainability, in order to sstrengthen skills and expertise to enable sound governance and content generation within the community media sector
Source	Training Programmes, Register of Delegates and Progress Reports
Method of calculation/ Assessment	Basic count of training interventions held
Means of verification	Register of delegates
Assumption	Adequate funding available for trainings/workshops
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Capacitated beneficiaries
Indicator responsibility	Executive Manager: Research, Training & M&E

16. Indicator title	**Number of media literacy workshops conducted**
Short description	Provide training on the critical ways to consume and produce media information so that communities reflect an informed and improved understanding about media literacy, in particular digital media literacy
Source	Training Programmes, Register of Delegates and Progress Reports
Method of calculation/ Assessment	Basic count of media literacy workshops held
Means of verification	Register of delegates
Assumption	Adequate funding available for trainings/workshops
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Cyber and media savvy communities
Indicator responsibility	Executive Manager: Research, Training & M&E

17. Indicator title	**Number of reading initiatives held**
Short description	Hold initiatives to encourage literacy and a culture of reading in the communities
Source	Training Programmes, Register of Delegates and Progress Reports
Method of calculation/ Assessment	Basic count of reading initiatives held
Means of verification	Register of delegates
Assumption	Adequate funding available
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Communities sharing information with other communities and encouraging readership
Indicator responsibility	Executive Manager: Research, Training & M&E

18. Indicator title	Number of research projects funded on key trends/developments impacting the community media sector
Definition	MDDA funding of research projects based on research strategy, intended to enrich understanding about media landscape as well as subject of media diversity and development
Source	Proposals, Board Resolutions and Progress/Final Reports
Method of Calculation/ Assessment	Basic count of research projects commissioned or funded
Means of verification	Contract signed with service provider
Calculation type	Basic count
Reporting cycle	Quarterly
Desired performance	Body of reliable knowledge created on community media landscape
Indicator responsibility	Executive Manager: Research, Training & M&E

19. Indicator title	Community Media Sustainability Model developed
Definition	Development of a Sustainability Model for community media which will strengthen the sector's ability to become self-sustaining in the medium to long term. This model will take into account aspects such as economic environment of the community media, the potential for revenue generation, etc.
Source	Contract with service provider, progress reports, tranche payments
Method of calculation/ Assessment	Basic count: Study report
Means of verification	Board minutes, copy of community model sustainability document
Assumptions	Funding available in research budget
Calculation type	Non- cumulative.
Reporting cycle	Quarterly
Desired performance	Academically sound research and community sustainability model developed
Indicator responsibility	Executive Manager: Research, Training & M&E

The institution's mandate and policy framework remain unchanged under the current Medium-Term Strategic Framework period. However, the following revisions were effected to the current Strategic Plan necessitated by the rationale outlined below:

1. Revised Vision and Mission Statements

The rationale was the include the small commercial media component which was previously missing for purposes of fully aligning the institution to its mandate as per its founding Act. This seeks to ensure that small commercial media also receives the necessary attention and focus in the execution of the MDDA's mandate.

2. The revised Impact Statement

This was revised to distinguish it from the vision statement and to capture it appropriately to reflect the social impact the institution seeks to achieve, from a Theory of Change perspective.

3. Revised Outcomes and Targets

The number of Outcomes was revised from 3 to 4. The addition of Outcome 4 "**Increase in HDI communities accessing media opportunities and information through community and small commercial media**" was intended to address access as part of the core mandate of the institution. This allows the mandate aspect of access to receive a dedicated focus with its own indicators and targets. Whilst the other 3 Outcomes remain fundamentally unchanged, some improvements have been made to some of the performance targets. However, this does not deviate the organisation from the key focus it had embarked on at the beginning of the MTSF period and it remains on course to make the social change it exists for.

4. The introduction of the Balanced Scorecard targets

The revised Framework for Strategic and Annual Performance Plans (FSAPPs) promotes the use of the Balanced Scorecard in strategic planning. The rationale for including the BSC is to inculcate the culture of continually improving the MDDA's internal operations to benefit its external outcomes. This also serves as a mechanism to constantly reflect on past performance to assist the agency to make better decisions in the future.

5. The introduction of the McKinsey 7S Model

The entity's new Board had to grapple with setting the organisation and by extension, the sector on a new trajectory amid the devastating impact of COVID-19 that has not spared the sector. The sustainability of the entire community and small commercial media sector has been brought into much sharper focus, thus informing the strategic choices made.

The success of the sector hinges on an effective and efficient MDDA that is fit for purpose against the backdrop of its twenty-year celebration and projecting into the next twenty years. In recognising that a range of critical changes that need to happen will require time and the mobilisation of hefty resources the Board had to set realistic targets, based on the priorities for the remainder of the current MTSF period.

Pivoting the MDDA into a fit-for-purpose organisation is encapsulated in the McKinsey 7S model. This model or framework is a modern diagnostic and planning tool that complements the Balanced Scorecard. It primarily focuses on ensuring that there is necessary balance across the seven pillars composed of the organisational strategy, structure, systems, skills, staffing, style (of leadership or management) and the shared values that underpin the organisational culture.