MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

ANNUAL PERFORMANCE PLAN 2023/24

MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

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 @MDDA   @MDDA_Media   @MDDA_Medi

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In 1996, two years after South Africa's first democratic elections, a Cabinet decision based on the Comtask recommendation led to the first steps in the process of the formation of the Media Development and Diversity Agency (MDDA). The government of the day wanted to correct the skewed legacy of apartheid where public media were turned into instruments of the National Party policy, while community and grassroots media were repressed.

On the 23rd of November 2001, Cabinet approved the draft legislation on the establishment of the MDDA. The statutory agency, a partnership between the South African Government and major print and broadcasting companies, was officially established in 2003, in terms of the MDDA Act No 14 of 2002 and started providing grant funding to community and small commercial media projects on 29 January 2004.

This bold step had to be taken because as much as the country was now viewed as a democratic state, media was still concentrated in the hands of a few monopolies, with a few individuals from the white community to determine the content of media. There was a dire need for new voices at national, regional, and local levels.

(https://www.gcis.gov.za/content/resource-centre/reports/comtask/chap4)

For the past twenty years, the policy foundations that have guided the development of the Annual Performance Plan (APP) 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.

As the Presidency, we do not take our role at the MDDA for granted, because we are mindful that South Africans are at the heart of all our work, and we are therefore committed to empowering every citizen with relevant and accurate information so that they can become agents for meaningful change in their lives.

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 the languages of their choice.

Community media will again prove to be a critical tool as we prepare for the upcoming 2024 South African general elections. It creates a platform for dialogue and debate and acts as an advocate for democracy, rule of law and good governance, through, for example, reporting 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 media in our country still represents a narrow range of interests, which is not reflective of our country's diversity, which means the work of the MDDA is far from over. The agency still has a mammoth task, its primary purpose is to help create an enabling environment for media to develop and meet the diverse needs of all South Africans. This includes those marginalised because of factors such as gender, race, disability, geographical location, class, or income, as well as marginalised schools of thought. To give meaningful effect to this demanding mandate, a focus on ensuring the sustainability of these crucial platforms, anchored in the sustainability model, has begun in earnest to occupy centre stage.

Government, through the office of the Presidency, remains committed to walking this path with the MDDA.

I hereby approve and endorse this 2023/24 Annual Performance Plan and commit to providing the necessary leadership, guidance and support in ensuring its implementation.

MS KHUMBUDZO NTSHAVHENI, MP
MINISTER IN THE PRESIDENCY

PREFACE BY THE CHAIRPERSON OF THE BOARD

This coming year (2023/2024) will mark twenty years since the Media Development and Diversity Agency funded its first community and small commercial media projects, supported by a tripartite partnership that included the Government, and the mainstream broadcast and print sectors. As reported in a wide-ranging Study commissioned by the MDDA, the Agency has, since 2004, delivered on its mandate by making a positive and significant contribution to the expansion of ownership, control, and access to the media by historically disadvantaged communities.

When the country, together with the rest of the world went through the COVID-19 pandemic, the agency continued to deliver on its mandate and brought some needed relief to the community media sector. The Board approved a total of up to R10 million in emergency response funding, which was designed to assist community and small commercial media projects in acquiring or renting additional safety measures; to minimise the safety risks to staff during this period, and to assist with quality and community-specific content.

In just two years our way of life has been adversely impacted in ways we had previously not even considered. When COVID-19 arrived on our shores in 2020 we were, like the rest of the world, thrust into unchartered waters. The past three years have been amongst the most trying and heart-wrenching since the dawn of democracy in 1994.

The Board of the MDDA, Management and MDDA-funded projects faced a mammoth task to align the APP for the period 2021/22 – 2023/24 to the realities of a post-pandemic world.

Even if we imagine a future without the pandemic, there is no going back to many of the things we did in the past and we will have to adapt as a grant funding agency and the community media sector. The pandemic has changed us all; people are now much more comfortable with the idea of interacting online.

This places a massive responsibility on the shoulders of the MDDA and its projects to be the conduit that allows open interaction with government and the South African communities. Our dedicated staff remain our greatest asset and further progress has been made with the recruitment and retention of suitably qualified personnel supporting the MDDA's ambitions of a capable and skilled workforce.

In other words, while the MDDA might not by itself bring about the complete transformation of the media sector, it will, through its funding, facilitation, and research functions, play a catalytic role in altering the media landscape in a way that will be conducive to broader changes.

Media development involves promoting an enabling environment to help redress exclusion and marginalisation of groups and interests from access to media - as owners, managers, and producers of media. Media diversity is about ensuring that all interests and sectors have affordable access to a range of views and information sources fully reflective of our society. The achievement of diversity is also facilitated by the availability of the means of distribution to a diverse range of media, small and large.

While the scale of what is required to fully address media imbalances will be beyond the scope of the MDDA, it will play a key catalytic role through its funding, facilitation, and research. Economically, South Africa is still suffering from the 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 print media losing audiences to online media. Within this, media concentration has become an increasing threat.

In line with the MDDA mandate, the media projects funded are weighted heavily towards the rural areas, while increasing emphasis is being placed on supporting projects run by and focused on youth, women and people living with disabilities. More than 300 community radio stations have been funded by the MDDA, while the MDDA has funded some 185 print titles.

While community TV has not taken off to the same extent, due in part to the expense of the medium, the MDDA has supported four TV stations. In this digital era, the MDDA is also increasingly looking to support digital news sites.

However, while much has been achieved in building a pluralistic and transformed media landscape, there is still much to be done, most importantly to address the sustainability challenges that threaten the very existence of this vital sector. In 2018, government, sector stakeholders and the community media came together at a broad-based community media summit in which the successes, challenges and opportunities were debated, particularly in light of the Fourth Industrial Revolution (4IR) and the impact rapidly advancing technologies have on how news is gathered, reported on, and disseminated. What was very apparent from the Summit was that both government and sector stakeholders fully recognise the need to continue to build a thriving community media sector. The MDDA, together with government, is committed to implementing the action plans emanating from the Summit.

We continue to work with our current funders from the broadcast sector, while also encouraging the mainstream print sector to revive their support and look to broaden the MDDA's funding base. It is only by working together, that we can deliver on our collective mandate to encourage and accelerate the growth of community media as a driver of social change and as a strong force in the reconstruction and transformation of our nation.

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

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PROF. HLENGANI MATHEBULA
CHAIRPERSON OF THE BOARD

ACCOUNTING OFFICER'S STATEMENT

As we approach the twentieth anniversary, the MDDA seeks to make it possible for everyone in this country to have a voice – and a voice that can be expressed through one's own language and one's own cultural heritage.

The agency does this by promoting and assisting the growth of local newspapers, community radio stations and community television. By giving a voice to the communities, through these channels, we hope to assist to highlight the issues that affect the community so that they can be addressed and resolved. We also seek to provide communities with access to the information they need to be active citizens, building a nation that is based on tolerance and on social cohesion – principles that guide our National Development Plan.

The MDDA needs adequate financing to cover networking, training, capital and operational costs, as well as feasibility studies and project evaluation. We are currently in the middle of a sustainability research study because we want to preserve the MDDA legacy that took flight in 2004 when the very first project was funded.

While the agency acknowledges that this sector is plagued by a syndrome of dependency, because only a sizeable number of community media projects can be self-sustainable, it is also true that many community media projects will never be able to sustain themselves without the help of the MDDA. The main reason for these projects is the fact that the communities they service are located in areas of low economic activity and thus, not attractive to advertisers.

So, our current reality is that funding support will need to be provided across the sector, irrespective of the potential for sustainability. In the long-term, and with the completion of the MDDA's development of a community media sustainability model, support will be able to be structured according to the sustainability potential.

Promoting media literacy is another important initiative of the MDDA as the influence of the media is enormous. The MDDA runs programmes to assist the youth become media literate - to help them critically examine and evaluate different interpretations of media messages. In short, our media literacy programmes train our youth to look at the world and how it is represented by the media with

a questioning eye. Media is critical in the communication of information - but always question and challenge what you see and hear.

The Honourable Deputy Minister of Communications said in a recent Budget Speech that the people can only govern if they have access to information, and provide feedback to government, if the poor have a voice and an independent, diverse and sustainable media is developed to foster long-term peace and stability. That is the vision of the MDDA, and I call on young media owners, to make use of the opportunities available to you via your local media to actively engage as a committed citizen of our nation.

The agency commits itself to ensuring good governance and innovative solutions in the use of available funding for the execution of its mandate. This is key to effective and professional fundraising engagements between the MDDA and existing and potential funders in order to mobilise the resources of the sector in support of media development and diversity.

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MR MZUVUKILE KASHE
ACTING CHIEF EXECUTIVE OFFICER

It is hereby certified that this Annual Performance Plan:

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

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

- Accurately reflects the impact and outcomes of the management and the Board on the 11th of August and the 1st and 2nd of September 2022, respectively, that the MDDA will endeavour to achieve over the period 2023/24.

Khathutshelo Maposa
Acting Chief Finance Officer   Signature: _____

Mzuvukile Kashe
Acting Chief Executive Officer   Signature: _____

Prof. Hlengani Mathebula
Board Chairperson   Signature: _____

Approved by:

Ms Khumbudzo Ntshavheni
Minister in The Presidency   Signature: _____

ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
AR	Audience Rating
APP	Annual Performance Plan
AOP	Annual Operational Plan
BBBEE	Broad-Based Black Economic Empowerment
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
NEET	Not in Employment, Education and Training
NLC	National Lotteries Commission
NPC	Non-Profit Company
PanSALB	Pan African Language Board
PMS	Performance Management System
PPPFA	Preferential Procurement Policy Framework Act
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. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

There are updates to the following legislative and policy mandates of the MDDA.

The Constitutional mandate of the MDDA is drawn from the Founding Provisions of the Constitution and the Bill of Rights being the cornerstone of democracy in South Africa.

Founding Provisions

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.

Bill of Rights

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.

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. (b) freedom to receive or impart information or ideas.

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.

2.   UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

2.1   INSTITUTIONAL POLICIES

Drawing from the agency's Strategic Plan, this Annual Performance Plan takes into consideration the National Development Plan, and the government's Medium-Term Strategic Framework (MTSF). The MTSF breaks down the chapters of the NDP into a Five-Year Implementation Plan, the District Development Model (DDM), and the 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.

Lastly, 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) is being 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, and financial and environmental performance are identified, assessed and mitigated to an acceptable level and within risk appetite levels approved by the Board. This is an area that will receive prioritised attention in the year, which should also result in an improvement in the overall implementation of risk treatment plans.

2.2   INSTITUTIONAL POLICIES

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

- **Digital Strategy**

The MDDA is transforming the entire organisation to be able to cope with current and future challenges caused by digital technologies solutions, as these challenges often involve digital technologies.

The COVID-19 pandemic has been a catalyst for many organisations in their digital transformations, leading organisation to expedite technology initiatives, design dramatic changes to processes, and re-examine culture and the role it plays in today's new business world.

As the MDDA rethinks its business models, strategies, and processes, we have set new goals and brainstormed strategies to meet them. These new priorities are reflected in our approved Business Automation Plan digital transformation goals. In 2020/2021, for example, the MDDA prioritised internal processes, including increasing productivity/efficiency, improving business continuity and resiliency, and increasing agility, all of which mirrored the period during which organisations worked to establish and adjust to major technology, culture, and process changes.

In 2022 and beyond, however, the MDDA goals for its transformation efforts are shifting to focus on enhancing beneficiaries, stakeholders and internal users' satisfaction. Further, the efforts seek to improve the analysis of the data at the disposal of the organisation to uncover new business and operational insights and continuing to increase pure technological business survival.

- **Fundraising & Support Strategy**

Insufficient revenue, inadequate skills, and 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.

The Fundraising and Support Strategy was launched by the Deputy Minister in The Presidency, Ms Thembi Siweya on the 11th of March 2022. The fundraising engagement plan has been developed and is currently in the implementation phase.

- **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 Sector Skills Needs

Assessment Research completed in 2019 and the Consolidated Report: Future Proofing Community Radio Workshops, March 2022 Report which also focuses on the training needs of the sector Whilst Corporate governance and compliance continue to be challenges which are priority capacity-building interventions for the sector

The MDDA now finds itself in a different era, where Industry 4.0 is transforming the media industry rapidly and digital transformation is no longer just about transformation but where the organisation takes a leap into ensuring transformation occurs alongside meaningful beneficiation from a digital economy. This is alongside becoming a "Digital Champion" in the diversification of our media space. The agency's Capacity-building Strategy therefore must be anchored by innovative capacity-building interventions that will improve the sustainability of community media projects. It must also ensure that the sector meets keeps up with digital transformation. To that end, over the past two years, the agency has implemented interventions such as:

- Newspaper Creation, Content generation and research for print, electronic and digital media (Non-accredited short skills course)
- Radio Production Programmes – Newsroom Skills (Non-accredited short skills course)
- Interactive Media Programme (Accredited)
- Protection of Personal Information Act (POPI Act) Compliance training
- Governance and Compliance Training.

- **Research Strategy**

The MDDA Research Agenda sets out the research that the Agency will carry out for the period 2022/ 2025. It has been developed in order that it may support research planning in the agency, and to serve as a signal to stakeholders about the areas that the agency has identified as being important for research. Specifically, it will focus on the following key themes:

1. How to achieve greater media diversity and transformation in South Africa: learning from international best-practice
2. The progress made by the MDDA in amplifying the voices of Communities through community media in local communities
3. The state and status of media rights, media responsibility and democratisation of South Africa (as per Constitutional obligations)
4. The state of Media advancement across SADC and Africa, and regional integration (South Africa as a gateway and pioneer in advancing media rights and media as an enterprise in building the United States of Africa)

5. Shifts in skills, skills gaps and skills needs in South Africa, Africa and the World in the era of digitalisation and globalisation: *What are the training needs of smaller scale and independent media outlets in the age of digitalisation and globalisation?*

6. Monitoring and evaluating the progress made by the MDDA in fulfilling its constitutional mandate since its inception

7. The relationship between media, economic growth and job creation in South Africa: learning from international best practice

8. Development of a media policy and media strategy in South Africa

9. The impact of MDDA training initiatives in building the capacities of grant beneficiaries and non-beneficiaries

The Research Agenda also places an emphasis 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 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.

- **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.

The Monitoring and Evaluation strategy is currently in the implementation phase. The M&E is providing monthly, Quarterly and Annual Monitoring and Evaluation reports for projects funded by the agency.

- **20th Anniversary Celebration**

The MDDA will mark two decades of existence in 2023, a milestone that presents an opportunity to celebrate and reimagine the institution as part of a dynamic media industry securing the meaningful participation of local communities in it. This milestone has been identified and a key marketing and communications project and will thus underpin all marketing and communications for this planning period. The execution will provide both an internal and external perspective of the two decades, ensuring that the various stakeholders especially the beneficiaries and funders, participate in the process. The key focus areas of the programme will be the following:

- Twenty years of the Performance of the Institution
- Community Media 20-year Landscape - Future of Community Media (Social, Legal, ICT, etc perspectives)
- Strategic Stakeholder Consultations
- Local Community Perspectives

3. UPDATES TO RELEVANT COURT RULINGS

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

PART B: OUR STRATEGIC FOCUS

1.   UPDATED SITUATIONAL ANALYSIS

A year into the post-pandemic era community media remains a crucial platform to disseminate information to communities and a means to realise S16(1)(b) Freedom of Expression. In this updated situational analysis, the external environment remains volatile and uncertain due mainly to the aftermath of the pandemic and now exacerbated by the Russia/Ukraine situation. The cost of living has risen as basic items like oil have become a luxury and very topical in the media highlighting the plight of the poverty-stricken and unemployed. Power uncertainty is another major issue impacting the viability of community media supported by MDDA, as well as funders whose business costs have increased due to the impact of load shedding.

The internal environment is demonstrating resilience through consistently high performance amid challenges in the operating environment due to ongoing labour-related matters and a paucity of trust resulting in news leaks to the media on internal matters. The management and board planning sessions have committed to prioritising the well-being of the personnel and strengthening the governance so that goodwill can be rebuilt with both internal and external stakeholders.

1.1   EXTERNAL ENVIRONMENT

1.1.1 Social factors

The South African population is currently estimated at 60.6 million with a life expectancy of 62.8 years and an improvement from 61.7 years in 2021. The Gauteng province is the most populated with 26.6% of the population and the Northern Cape is the least populated at 2%. Limpopo province has the highest percentage of young people under 15 standing at 33.6%. The availability of skilled economically active persons in some rural areas can impact the geographic spread of support provided to establish and manage media platforms.

The SANEF report indicates that more people are accessing the news online, and print publications are following the trends and are publishing news on both platforms. Social commerce is on the rise and indications are that the ability of community media to adjust accordingly and grow their own social media capital will be crucial to their sustainability.

According to Stats SA, 63,3% of South African households had at least one member who had access to, or used the Internet either at home, work, place of study, internet cafés, or at public hot spots. Access to the Internet using all available means was highest in Gauteng (74,8%), Western Cape (74,3%) and Mpumalanga (67,4%), and lowest in Limpopo (43,2%) and Eastern Cape (52,5%). Less than one-tenth (9,1%) of South African households had access to the Internet at home. Access to the Internet at home was highest among households in Western Cape (21,7%) and Gauteng (14,9%), and lowest in Limpopo (1,6%) and North West (2,3%). Household access to the Internet at home was highest in Western Cape (21,7%) and Gauteng (14,9%) and lowest in Limpopo (1,6%). While 15,4% of households in metropolitan areas had access to the Internet at home, this was true for only 1,2% of rural households in general and less than one percent of rural households in Eastern Cape (0,3%), Limpopo (0,7%) and Mpumalanga (0,9%). This means that urban and peri-urban areas had better chances to access online media whilst those in rural areas still rely on traditional print and radio for access to information.

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.

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 of gender and GBV by ensuring that innovative ways are utilised to unpack difficult concepts and ethically cover sensitive issues.

1.1.2 Technological factors

Digitisation and digitalisation of media continue to be major technological disruptors, to the extent that more often than before the relevance of current legislation is placed under the microscope. Community media is now faced with the cost of the Digital Migration on their running costs which will significantly increase based on the SENTECH tariffs. MDDA's funding will unfortunately not be sufficient to subsidise the stations and a more sustainable solution is required to prevent the silencing of community broadcasting.

According to the recent report on the state of media by SANEF[1], the battle between print and online mediums of publishing news seems won hands down by new media. However, the revenue winners are Google and Facebook who are now raking in most of the advertising revenue. This makes any recovery for the print publication even bleaker unless the Competition Commission in reviewing this concern can find a means to compensate print for their losses. Internationally the Australian government has set a precedence by passing a new media law that requires Google and Facebook to pay for news.

1.1.3 Economic factors

Post-pandemic recovery for South Africa compared to 51 other countries has been sluggish according to Statistic South Africa Quarter 2 report of 2022. However, in Q1 2022, the economy had returned to pre-pandemic levels. For the media industry especially print, this brings little consolation as the lockdown period having impacted the delivery of newspapers, has seen more consumers shift to online publications and advertising revenues decline[2]. The financial relief provided to community media by government through MDDA is recognised in the SANEF report as having been critical to keeping the doors of these operators open. The struggling economy overall will impact advertising spend which is a major source of revenue for media, especially print. For community media trying to attract advertising revenue, the challenge is increased.

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[1] Rumney R, The State of the News Media, South African News Editors forum (2021)
[2] State of the News Media

Figure 1: Real GPD 2014 - 2021

Figure 1: In Q1: 2022 the economy returned to pre-pandemic levels
Real GDP (constant 2015 prices, seasonally adjusted)

Source: Gross domestic product (GDP), 1st quarter 2022
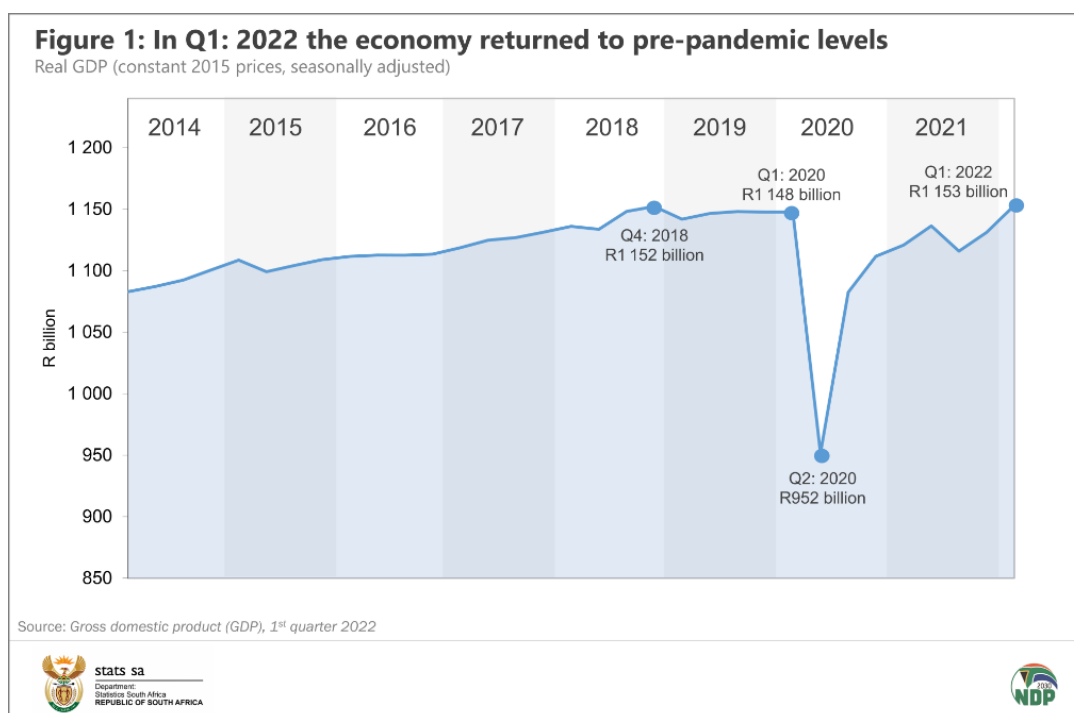
As businesses recover from the global pandemic, the South African economy finds itself faced with the challenge of inconsistent or unreliable power supply. In this phase of load-shedding and load reduction, townships and rural areas where the community media support is located, have been the most affected, resulting in requests for diesel generators.

Unemployment numbers continue to rise, and youth unemployment in particular is a major concern as the country sits with one of the highest youth unemployment globally at 63.9%. Access to information for self-empowerment becomes critical for this group especially because a number of them and not only unemployed but out of education and training (NEET), reducing their prospects for future employment further.

Figure 2: Graduate employment rate, 2021 – 2022
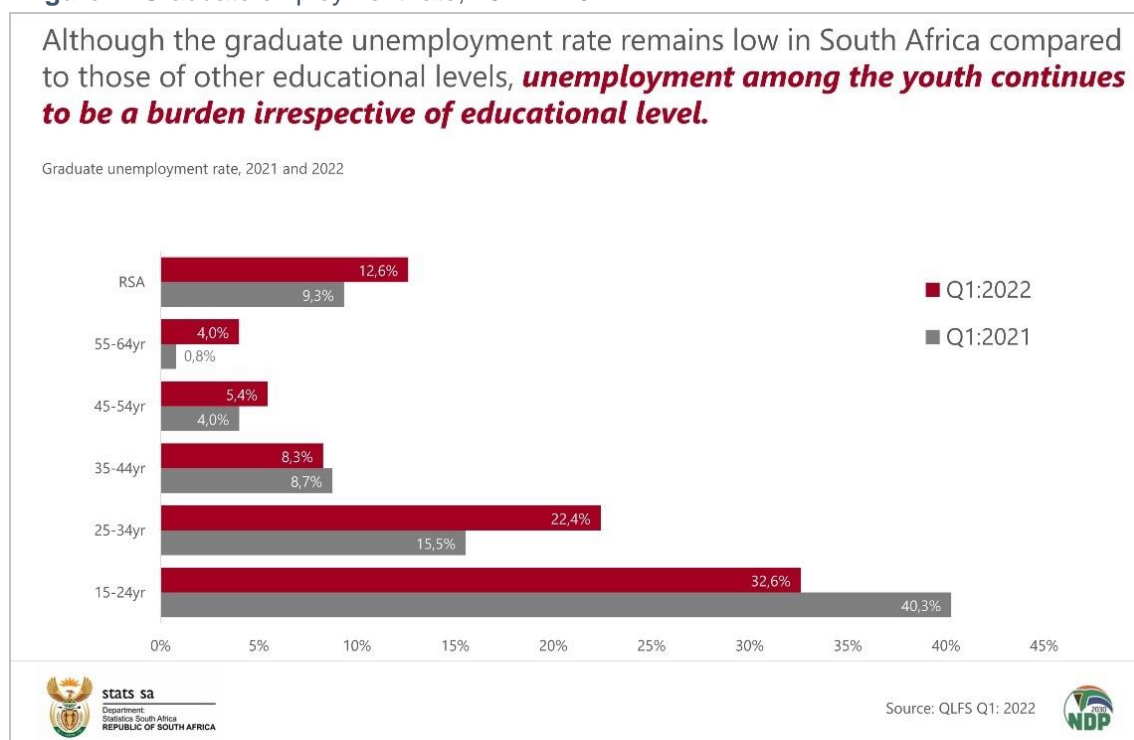
1.1.4 Environmental factors

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.

Mainstream media has been strong in highlighting issues of climate change. As the focus moves from policy discussion to action on the ground at the community level is where the story is, community media have a major role to play in educating and informing communities. Focus on the key developmental issues can assist community media to plug into the communication needs of development institutions and establish mutually beneficial partnerships.

1.1.5 Political factors

According to the Minister in the Presidency, Mr Gungubele, the MDDA plays a crucial role in educating and enhancing communication in the country. This communication ensures citizens have information about their country's plan and can therefore plan for themselves and determine whether the environment is conducive to their development and growth - clarity brings prosperity. The National Development Plan and the MTSF priorities remain the policy documents that provide the political context within which the mandate of the organisation is executed.

1.1.6 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 the 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.

The broadcasting part of media is currently a dynamic industry impacted by various technology-driven legislation that is in a separate ministry, for example, digital migration. In this regard, the voice of community media in the roll-out of the legislation has been absent, to the potential detriment of community media. Urgent engagements are necessary to incorporate the needs of community media as a crucial partner is the realisation of the Freedom of Expression as espoused in the constitution. Failure to address this challenge allowing the potential closure of community media to ensue will result in the direct violation of S16(1)(b) of the constitution and Article 19 of the UN Universal Declaration of Human Rights.

The year 2022 saw several reports from the Zondo Commission on state capture being released in volumes. As a result of these reports several high-profile persons have been charged and the state enforcement machinery is seen to be acting which should bolster confidence in the government's intent to fight corruption. The Whistle-blower Protection as part of the Protected Disclosures Act has received the most attention during the Commission, which relied on the protection of whistle-blowers to get answers. Government departments and its entities are required as part of fighting the scourge of corruption, to observe the requirements of the Act.

Regulations on procurement in the public service were cast under the spotlight early in 2022 from the Constitutional Court ruling. The court found the Preferential Procurement Policy Framework Act (PPPFA) regulations to be unconstitutional and in need of revision. This matter brought the issue of economic transformation and implementation of the Broad-Based Black Economic Empowerment (BBBEE) Act to the fore; with the role of government and its entities being examined. Entities such as the MDDA will be needed to report more comprehensively on transformation both in the execution of their mandate and in their operations.

1.1.7 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 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 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, or 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.

Trust is a critical component in building beneficial sustainable relationships, and this extends to community media, the MDDA, and all media partners contributing to the vision of a developed and diversified media. The institution has been plagued by negative reporting that impacts its reputation and position of trust with its stakeholders. With the support of the shareholder and the Board, the organisation is embarking on a business remodelling intervention to recover from the tarnishing of its reputation.

1.1.8 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 seven 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 have 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 as 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.

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 management 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 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 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 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 to the Government Communications and Information Systems (GCIS) and training funding from the 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.

1.2 INTERNAL ENVIRONMENT

An aspirational approach was taken in assessing the internal environment by using the SOAR (Strengths, Opportunities, Aspirations and Results) as a tool of enquiry. The results of the process indicate the following about the internal environment.

Figure 3: SOAR analysis

1.2.1 SOAR analysis

1.2.1.1 Strengths

- The organisation holds a unique position as the only one tasked with the development of community media and promoting inclusive participation.
- Track record in supporting communities to establish and manage their media platforms.
- Management expertise and understanding of the community media space.
- Recognition as a partner and collaboration in community media development.

1.2.1.2 Opportunities

- The impact of digitalisation in the media presents an opportunity for new partnerships in that can be part of diversifying revenue streams.
- Utilise insights gained over time to provide thought leadership locally and globally
- Develop staff compact to address the paucity of trust that has created an unhealthy (physical, emotional and psychological) working environment.
- Increase goodwill with stakeholders through the strengthening of governance and recommitment to the purpose and mission of the institution.
- Leverage new office location proximity to industry peers to strengthen the partnership.
- Adopt technology that will enable the institution to be agile and at par with its industry
- Raise the skills levels and competencies of personnel to contribute to the agility of the institution and industry.
- Use the twenty-year review to plan for the next 5yr term and beyond.

1.2.1.3 Aspirations

It is critical to note that the aspirations are premised on first analysing the threats and weaknesses and how these are flipped so that the analysis does not end at the point of merely lamenting these challenges.

- To be a thought leader on community media development and support success in establishing sustainable and resilient community media
- Successful migration of community media from analogue to digital
- Community media support expanded to cover new media

1.2.1.4 Results

- Improve performance from 95% to 100% targets achieved
- Staff morale is high, stable leadership, and high performing organisation that values people and their contribution
- Sustainability of projects resulting from the reimagining print and broadcast media
- Institution resourced to support the next twenty-year development agenda for community media

1.2.2   Structure and Configuration

The organisation is composed of five programmes as represented in the framework below, each addressing a key component of the mandate, 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, the 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 4 below.

Figure 4: *MDDA's Operational Framework*
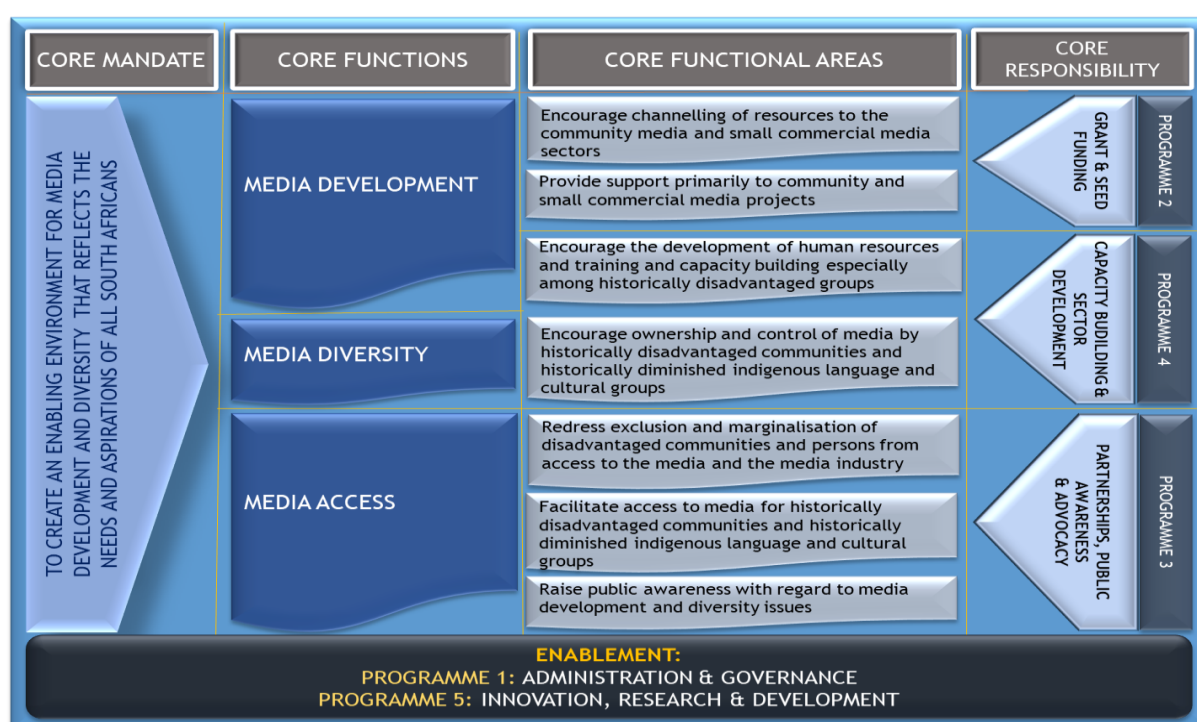
Source: Adapted from the MDDA's mandate by Moonraises Strategic Solutions

Figure 5 below illustrates the current approved organisation-wide structure of the MDDA. In terms of being suitably geared towards service delivery, the agency is in the process of fully populating the structure; the MDDA has the following vacancies available; CFO, Executive Manager: Research, Training, Monitoring and Evaluation, Risk specialist and Supply chain officer. All these positions have been advertised and will be filled in quarter four (04) 2022/23 financial year. The agency's will be able to deliver on its mandate in 2023/24 financial year since all these positions will be filled.

Figure 5: *MDDA organisational structure*
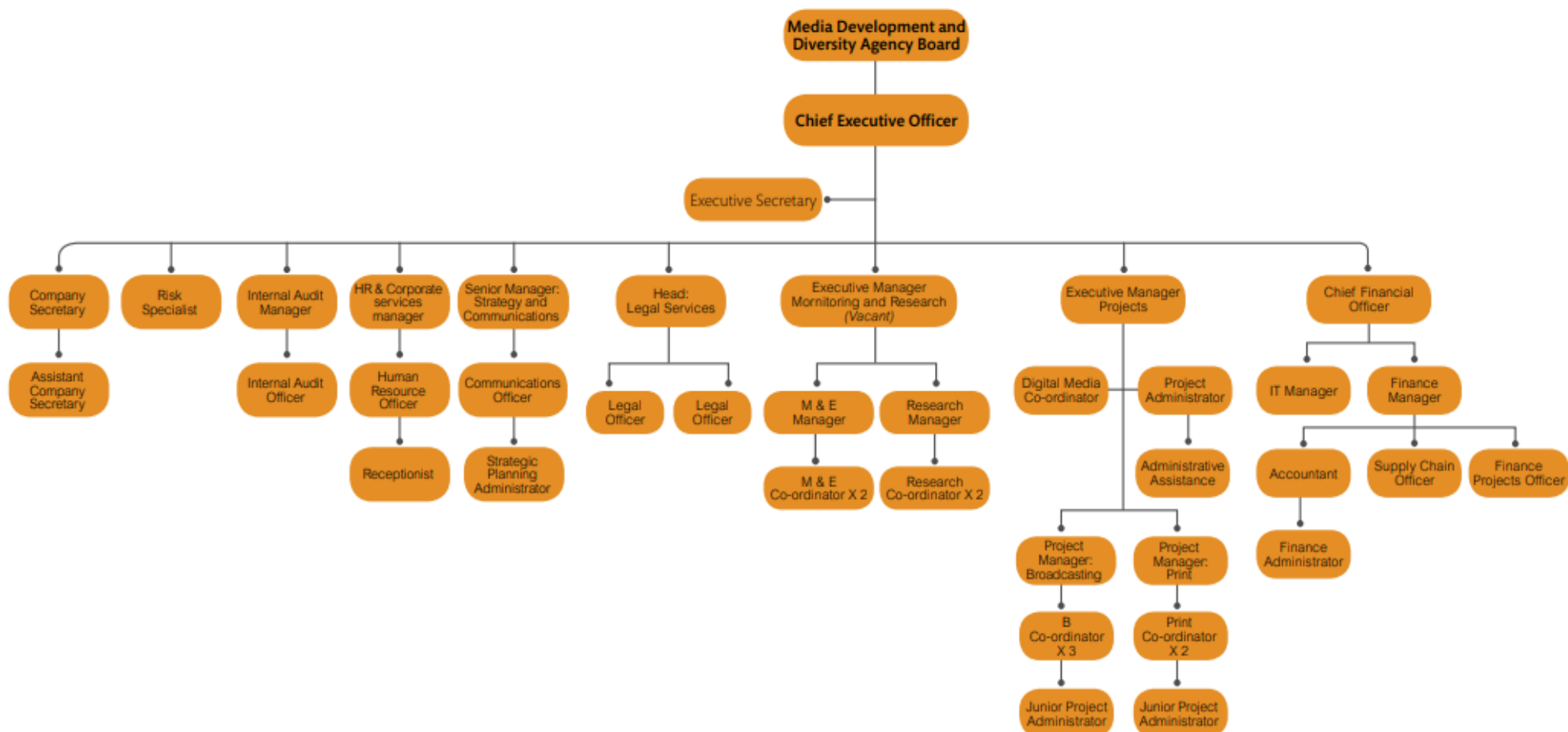
1.2.3   Organisational capacity

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 38 employees who operate in the structure shown in figure 1 above with a current vacancy rate of 9,3%

All operations of the MDDA are centralised at the head office in Auckland Park, Johannesburg without any regional offices at this point. There are eight 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.

1.2.4 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 its 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.

1.2.5 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.

The HR policies are in place and recently the MDDA Board provisionally approved the revised HR Policy & Procedure manual. A hybrid working policy was approved to facilitate the process of work utilising alternative working spaces other than the traditional office environment whilst ensuring that business productivity and needs are fulfilled.

The MDDA performance management system continues to aim at developing, improving and managing employee performance. All employees' output is optimised in terms of quality and quantity, thereby, improving the MDDA's overall performance and service delivery; and complies with the performance management cycle.

To address the issues raised by the staff at the previous surveys, the MDDA approved an integrated Employee Health and Wellness Programme Plan which aims to provide programmes/interventions that can develop and maintain a healthy, dedicated responsive and productive employees within the MDDA. The Employee Health and Wellness Programme will be achieved through interventions categorised into six Employee Health & Wellness Programme namely, Financial Well-being; Relationships; Support and Coaching - Stress Management/ Mental Management and Lifelong Learning; Wellness Management; Safety, Health Environment Risks and Health & Productivity Management.

1.2.6 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 6 below captures the MDDA's staffing patterns between the first, second and the third quarter of 2022-2023.

Figure 6: *MDDA staff compliment between Q1, Q2 and Q3: 2022-2023*
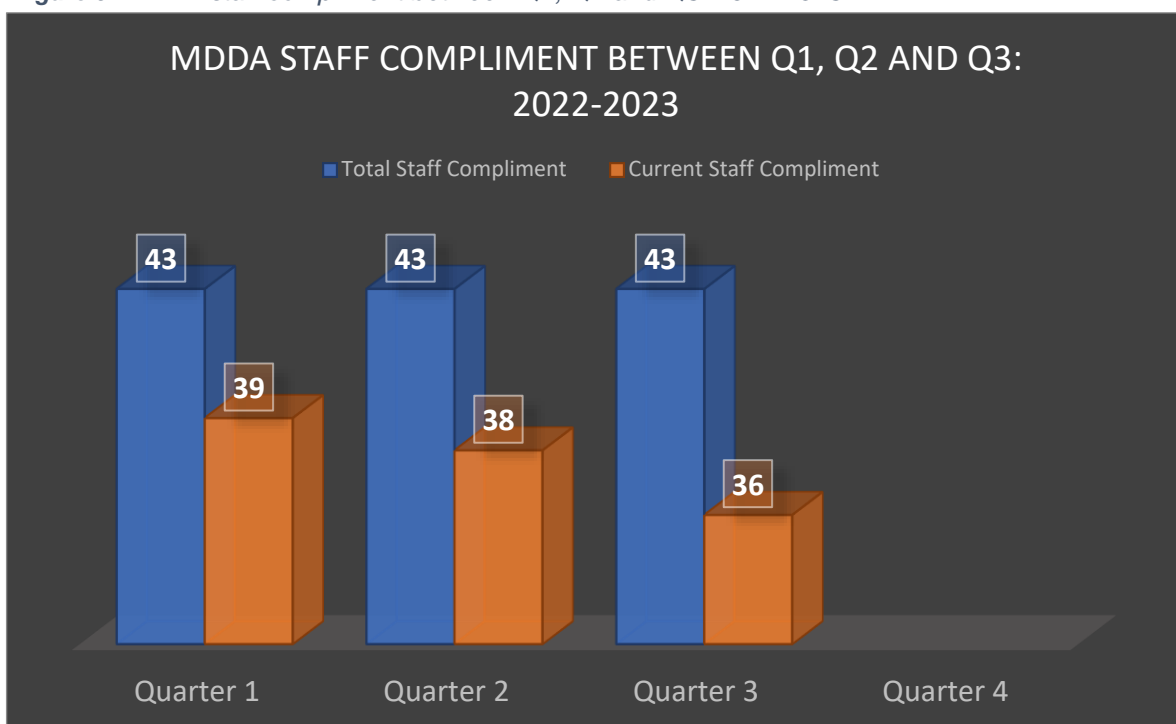
Table 1 below provides the breakdown of the staff complement across all key matrices, including, occupational levels, skills level, gender and race.

Table 1: *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	0	0	1	0	0	0	2	0	0	0
Management	4	0	0	0	5	0	1	0	10	0	0	0

Professionally qualified	6	0	0	0	9	0	0	0	15	0	0	0
Skilled level	3	0	0	0	5	0	0	0	8	1	1	0
Semi-skilled	0	0	0	0	1	0	0	0	1	0	0	0
TOTAL PERMANENT	14	0	0	0	21	0	1	0	36	0	0	0
TOTAL FIXED-TERM EMPLOYEES	3	0	0	0	1	0	0	0	4	0	0	0
GRAND TOTAL	17	0	0	0	22	0	1	0	40	1	1	0

1.2.7 Information and Communication Technology

The MDDA ICT environment has moved the entire business to cloud-based. The Finance business unit and payroll are 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 the MTEF period.

1.2.8 Financial Resources

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

Table 2: MDDA expenditure per programme

Table No.1 Expenditure per programme							
No	Description	Audited 2021/22	Original Budget 2022/23	Adjusted Budget 2022/23	Budgeted 2023/24	Projected 2024/25	Projected 2025/26
1	Administration and Governance	32 997 030	31 376 443	39 284 935	32 904 995	34 318 006	36 009 828
2	Grant and Seed Funding	79 283 533	64 612 854	94 024 261	63 538 775	55 711 630	56 596 663
3	Partnerships, public awareness and advocacy	2 215 445	2 349 906	1 349 906	2 472 151	2 600 784	2 600 784
4	Capacity building and sector development	3 155 178	2 815 000	2 815 000	2 651 374	3 434 401	3 434 401
5	Innovation, Research and Development	1 176 175	1 703 288	2 103 288	1 344 019	1 404 366	1 345 241
	TOTAL	118 827 361	102 857 491	139 577 390	102 911 314	97 469 187	99 986 917

Table 3 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 3: Financial projections to support the implementation of the Strategic Plan

MDDA 2022/23 to 2025/26 Budget Summary						
Description	**Audited 2021/22**	**Original Budget 2022/23**	**Adjusted Budget 2022/23**	**Budgeted 2023/24**	**Projected 2024/25**	**Projected 2025/26**
Revenue	104 690 184	102 857 491	129 580 643	102 911 314	97 469 187	99 986 917
Broadcast Funders	64 641 480	56 279 701	62 917 508	56 541 067	56 844 232	57 981 117
Grants income	36 175 260	42 557 674	62 643 019	42 251 137	36 496 800	38 105 800
Other Income: Interest	3 873 444	4 020 116	4 020 116	4 119 110	4 128 155	3 900 000
	-					
	-					
Expenditure	118 827 361	102 857 491	139 577 390	102 911 314	97 469 187	99 986 917
Grant Expenditure	72 549 354	53 953 061	87 516 773	53 105 167	45 487 854	45 430 596
Employee Costs	33 309 446	37 466 904	34 628 410	39 403 210	41 171 128	43 229 685
MDDA Board costs	1 527 107	1 493 478	1 755 623	1 562 909	1 635 697	1 693 403
Administration Costs	11 441 454	9 944 047	15 676 583	8 840 028	9 174 508	9 633 233
Capital Expenditure	832 335	300 492	300 492	370 000	300 492	200 000
Capital Assets	832 335	300 492	300 492	370 000	300 492	200 000
Surplus / (Deficit)	- 14 137 177	0	- 9 996 747	-	-	-

Notes: Depreciation not budgeted from 2021/22. Assets replacement has been provided for

Key priorities for the 2023/24 fiscal year:

Based on the outcomes of the environmental scan that underpin the strategic choices made by the entity against the reality of its resources, the agency will be focusing on the following priorities for the 2023/24 financial year:

1. Implementation of Fundraising support and strategy
2. Implementation of the sustainability model

PART C: MEASURING OUR PERFORMANCE

1.   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	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
A 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%	100%
		3. Percentage implementation of initiatives and interventions in the annual risk plan	-	-		100%	100%	100%	100%

Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
1. Unqualified audit with no significant findings	Unqualified audit with no significant findings	Submission of unaudited annual financial statements and performance information to National Treasury	Unqualified audit opinion with no significant findings	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%
3. Percentage implementation of initiatives and interventions in the annual risk plan register	100%	Annual risk plan submitted for Board approval through ARC	Quarterly risk management progress report submitted to ARC	Quarterly risk management progress report submitted to ARC	100%

Explanation of planned performance over the Medium-Term Period

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.

Human Resource Management Strategy has been approved by the board and it will contribute to a capable and efficient organisation.

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 2022/23	MTEF Period		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
Media diversity promoted through the growth of sustainable community based and	Community broadcast project funding	4. Number of grant funding applications for community broadcast projects approved	18	20	24	20	20	22	22

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2022/23	MTEF Period		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
small commercial media nationally	Community and Small Commercial Media digital/print project funding	5. Number of grant funding applications for small commercial print or digital media projects approved	10	8	6	6	6	6	6
Capacitated, digitally responsive Community-based media sector	Community Media digital strategy implemented	6. Number of media projects provided with digital support	- Community Media Digital strategy commissioned	Community Media digital strategy and 3- year plan submitted to Board for approval	21	16	20	22	22

Indicators, Annual and Quarterly Targets

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

Sub-programme 2.2: Monitoring and Evaluation

PURPOSE	The purpose of this sub-programme is to monitor and evaluate input, output, and compliance with 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 2022/23	MTEF Period		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
A capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Annual evaluation of M&E reports	7. Number of annual evaluation reports generated on funded projects	- Final annual evaluation report submitted for approval	Final annual evaluation report submitted for approval	1	Final annual evaluation report approved	1	1	1
	Monitoring reports on input, output, and compliance to MDDA grant-in-aid contracts	8. Number of monitoring reports generated on funded projects	80	80	66	66	80	80	80

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
7. Number of annual evaluation reports generated on funded projects	1	-	-	-	1
8. Number of monitoring reports generated on funded projects	80	10	30	30	10

Explanation of planned performance over the Medium-Term Period

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

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

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

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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.

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 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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2022/23	MTEF Period		
			2019/20	2020/21	2021/22		2023/24	2024/25	2025/26
A capable, effective and efficient organisation in support of the delivery of the MDDA _	Stakeholder engagements for (non-financial support) of the community and small commercial media	9. Number of stakeholder engagements for non-financial support held	-	-	10	4	6	8	10
	Thought Leadership media engagements to position the brand MDDA	10. Number of media engagements held	-	-	40	12	16	20	25
	Fundraising initiatives for sustainable development of community and small commercial media	11. Number of proposals for funding and support presented to potential and existing stakeholders	-	-	6	6	10	14	16

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
9. Number of stakeholder engagements for non-financial support held	6	1	2	2	1
10. Number of media engagements held promoting Thought Leadership	16	4	4	4	4
11. Number of proposals for funding and support presented to potential and existing stakeholders	10	2	2	3	3

Explanation of planned performance over the Medium-Term Period

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

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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 the community and small commercial media.

Due to the availability of the budget, the unit achieved more media engagements due to Project Launches. Political principals also launch projects which contributed to more media coverage. The budget limitation/cuts during the MTEF period limit the unit in undertaking more media coverage.

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 the 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	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Increased 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	12. Number of training interventions aimed at capacitating the community media	6	6	12	6	8	8	8
	Media and information literacy initiatives held	13. Number of media and information literacy initiatives held	3	3	3	2	4	4	4

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
12. Number of training interventions aimed at capacitating the community media with skills	8	2	2	2	2
13. Number of media and information literacy initiatives held	4	1	1	1	1

Explanation of planned performance over the Medium-Term Period

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OUTCOME 4: Increase in HDI communities accessing media opportunities and information through community and small commercial media

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In response to this, the Agency has developed capacity-building programmes, which aim to provide community and small commercial media with the 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 at the top of the list of capacity-building and training needs for the sustainability of the 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 are not flexible and not needs-orientated (one size fits all)
  • Limited funding for training initiatives

- Projects delegating the 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 the 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 the visibility of the organisation.

2. Building internal and external capacity-building partnerships.
3. Ensuring innovative capacity-building interventions that will ensure the 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 summarised as follows:

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

PROGRAMME 5: INNOVATION, RESEARCH & 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, the 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		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
A 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	14. Number of Research projects funded on key trends/developments impacting the community media sector	1	3	2	2	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
14. Number of Research projects funded on key trends/developments impacting the community media sector	2	-	1	1	-

Explanation of planned performance over the Medium-Term Period

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

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

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

The MDDA research is built upon the following four aims:

- Using research to improve the visibility of the organisation.

- Building internal and external research partnerships.

- Ensuring innovative research interventions that will ensure the sustainability of community media projects

- 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 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 to contribute towards realising 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.

2.   UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

OUTCOME	KEY RISK	MITIGATION
Outcome 1: A 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 Matrix. (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

OUTCOME	KEY RISK	MITIGATION
	Inadequate levels of Competencies (Skills)	• Recruitment of highly qualified individuals • The workplace skills plan (WSP) • Implementation of the performance management policy • Upskilling of staff
	Inadequate corporate governance	• Existing Corporate governance structures • Policies and procedures in place implemented • Functional office of Company secretariat • Approved terms of references and charters • Delegation of authority developed and implemented
	Inadequate Integration between units (Inefficiencies)	• Quarterly Integration sessions
	• 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.
	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	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.

OUTCOME	KEY RISK	MITIGATION
commercial media nationally	Created funding expectations from the calls of proposals 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
	Poor understanding of the deliverables/ terms of reference by the service provider	• Regular engagements with the service providers (Monthly meetings)
Outcome 3: Capacitated, digitally responsive community-based media sector	Digital coordination capacity limitation may lead to the nonachievement of targets.	• One digital coordinator appointed. More budget is needed to further capacitate this function.
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)

3. PUBLIC ENTITIES

None

4. INFRASTRUCTURE PROJECTS

None

5. PUBLIC PRIVATE PARTNERSHIPS (PPPs)

None

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

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 audited AFS 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 ARC meeting /Fraud Hotline Reports
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 implementation of initiatives and interventions in the annual risk plan

Definition	Implementation of risk management initiatives and interventions contained in the annual risk register developed as per the PFMA requirements
Source of data	Risk committee reports
Method of Calculation/ Assessment	Basic count of the number of initiatives (preventative) and interventions (remedial) in response to the issues captured in the annual risk plan expressed as a percentage against a total of 100%, using this formula: $$\frac{\text{No. of initiatives and interventions implemented}}{\text{Total number of issues in the risk register}} \times 100\%$$
Means of Verification	Minutes and reports of risk meetings and ARC reports
Assumptions	Fully capacitated management team that is conversant with issues of effective risk prevention and management and an effective internal risk committee and ARC
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Effective prevention and management of risk occurrences
Indicator responsibility	Chief Financial Officer

PROGRAMME 2: Grant and Seed Funding
Sub-Programme Name: 2.1 Community and Small Commercial Media

4. 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 that 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

5. 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

6. 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

7. Indicator title	Number of annual evaluation reports generated on funded projects
Definition	Summarised findings from monitoring and evaluation of project performance during the year under review to identify cross-cutting issues and challenges for developing future interventions
Source	An authorised copy of the annual evaluation report, Board minutes
Method of Calculation/ Assessment	Basic count of reports submitted
Means of verification	Board minutes; copy of the 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 the development of meaningful and impactful capacity-building interventions
Indicator responsibility	Executive Manager: Research, Training and M&E

8. 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

9. Indicator title	Number of stakeholder engagements for non-financial support held
Short description	Interactions including events or one-on-one engagements held with stakeholders to maintain/develop new partnerships with stakeholders to position MDDA as a Thought Leader, and for resource mobilisation
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

10. Indicator title	Number of media engagements held promoting Thought Leadership
Short description	Media engagements to position the MDDA Brand covering a range of media platforms such as opinion pieces, media statements, quarterly briefings, one on one engagements, radio/TV interviews, dialogues, etc.
Source	Communications policy and 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

11. 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	Fundraising and Support 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

12. 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 strengthen 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 training/workshops
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Capacitated beneficiaries
Indicator responsibility	Executive Manager: Research, Training & M&E

13. Indicator title	**Number of media and information literacy initiatives held**
Short description	Provide training on the critical ways to consume and produce media information so that communities reflect an informed and improved understanding of media literacy, in particular digital media literacy and reading.
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. Communities sharing information with other communities and encouraging readership
Indicator responsibility	Executive Manager: Research, Training & M&E

PROGRAMME 5: Innovation, Research & Development

14. 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

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

None

ANNEXURE B: CONDITIONAL GRANTS

NAME OF GRANT	PURPOSE	OUTPUTS	CURRENT ANNUAL BUDGET (R THOUSANDS)	PERIOD OF GRANT
Economic Development Fund	For funding black owner media and advertising companies	19 Start Up Companies And 18 Existing Small Companies Funded	R 19 129 715	5 Years

ANNEXURE C: CONSOLIDATED INDICATORS

None

ANNEXURE D: DISTRICT DEVELOPMENT MODELS

None