

# m d d a

MEDIA DEVELOPMENT & DIVERSITY AGENCY



## STRATEGIC AND BUSINESS PLAN MEDIUM-TERM EXPENDITURE FRAMEWORK 2012 – 2015

### A Corporate Plan & Score Card

*"Empowered For Change"*



*The Honourable Deputy Minister, Mr Obed Bapela (Deputy Minister in the Presidency) and the MDDA Board*



***The Honourable Deputy Minister, Mr Obed Bapela (Deputy Minister in the Presidency);  
Ms Gugu Msibi (MDDA Board Chairman) and Mr. Lumko Mtimde (MDDA CEO)***

## **Constitution of the Republic of South Africa 1996 Chapter 2 - Bill of Rights**

### **32. Access to information**

- 1) Everyone has the right of access to :
  - a) any information held by the state; and
  - b) any information that is held by another person and that is required for the exercise or protection of any rights.
- 2) [National legislation](#) must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the state.



**The Honourable Deputy Minister, Mr Obed Bapela (*Deputy Minister in the Presidency*),  
MDDA Board Members and Staff Members**

***“MDDA is a statutory development agency for promoting and ensuring media development and diversity, set up as a partnership between the South African Government and major print and broadcasting companies to assist in (amongst others) developing community and small commercial media in South Africa, in terms of the MDDA Act No 14 of 2002.”***

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Titimuleni  
**Nthavela** R2.50  
Biglino 261 281 5472 / 031 981 8648 Ndzosi 2011

**Vaakatiko va famba mpfuka wo leha kuya kuma mati.** Pg 3

**Nkwetlometane eka Siyandani wo yimisa nhlwoko exitadini.** Pg 6

**Van wamagurisi vaxsati va tiyisisa nhtyiseko wa swakuya.** Pg 8





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24/7 mdda

53 EDITION - SEPTEMBER 2011  
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**Administrator, R.C. Mokhele, Speaker, Sindi Mafela, Mayor, Stephen Khabane at the Council Sitting recently.**



**Administrators and members of the Council sitting.**

**Members attended council sitting.**

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**Atlantis could benefit from exciting development**

**'N Ntswa efa viF**

**Atlantis Media & Publicity Office**

Some of the MDDA funded print media projects



Ms Gugu Msibi (Chairman of the MDDA Board) and the Media Literacy beneficiaries (learners and educators)

## FOREWORD

Strategic planning is currently guided by the Medium Term Strategic Framework (MTSF) which reflects political, legislative and regulatory outcomes priorities.

In line with changes in Government's approach to planning, monitoring and evaluation, the MTSF will in future be supplemented or replaced by other short, medium and long term planning initiatives, aimed at translating the governing party's election mandate into reality.

As executive authorities, we are expected to take overall responsibility for developing strategic priorities for the five-year period of our term of office and beyond, developing policy and obtaining approval for the planned outcomes of the department within the political collective – either the national Cabinet or the provincial executive committee.

The Media Development and Diversity Agency (MDDA) is a juristic person which acts only through the Board and is required to act in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999). The Agency is independent and must be impartial and exercise its powers and perform its duties without fear, favour or prejudice and without any political or commercial interference. The MDDA Act requires the Agency not interfere in the editorial content of the media. Section 16 of the MDDA Act provides the accountability framework requires the Board to submit approved Annual Reports to the Minister for tabling in Parliament. Chapter 7 of the PFMA further provides a responsibility by the executive authority of an entity like the MDDA.

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

I therefore, hereby approve and endorse this Strategic and Business Plan, and commit to ensuring its implementation.



**Collins Chabane**  
**Executive Authority**  
**Minister in the Presidency**



## MESSAGE FROM THE ACCOUNTING AUTHORITY

The MDDA Act No. 14 of 2002 established MDDA (the Agency) to help create an enabling environment for media development and diversity that is conducive to public discourse and which reflects the needs and aspirations of all South Africans.

The Agency is established as an independent body which must be impartial and exercise its powers and perform its duties without fear, favour or prejudice, and without any political or commercial interference. (Section 2 of the MDDA Act). It acts through the Board and does not interfere in the editorial content of the media. Accordingly, the President of the Republic appointed the Board to perform its functions and commit to fairness, freedom of expression, openness and accountability; further to uphold and protect the Constitution and the other laws of the Republic.

In the main, its objective is to promote development and diversity in the South African media throughout the country, consistent with the right to freedom of expression as entrenched in Section 16 (1) of the Constitution. The Strategic and Business Plan for 2012/15 was presented and approved by the Board at its February 2012 meeting. Attached as part of this Corporate Plan, is an operational plan / performance information plan 2012/15 for Performance Information Reporting purpose as is required in terms of Treasury Regulations and Section 55 (2) (a) of the PFMA; objectives are measurable and aligned to the Budget.

This assists the Accounting Authority (the Board) in its additional responsibility to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Agency. Accordingly, the Operational Plan (in respect of each financial year) is a subject matter / agenda item of every Board and Executive Management meeting in line with the regulatory requirements and good corporate governance. This exercise has added value to the Agency in terms of providing an ongoing oversight on the implementation. This ensures that the Agency complies with the requirements of Auditor General's audit finding in terms of Section 20(2) (c) of the Public Audits Act No. 25 of 2004 on the reported information relating to performance against predetermined objectives.

This Strategic and Business Plan outlines the path paved by the Agency in order to pursuit its mandate in terms of the MDDA Act and empower all South Africans with access to information, means of communications and therefore defend, protect and deepen our democracy. This Strategic and Business Plan outlines key concepts that should guide the MDDA when developing Annual Performance Plan.

The Agency has funding agreements with print media for five years and some broadcasting service licensees aligned to the ICASA Regulations. We thank the funding partners of the Agency for showing confidence and for the continued support for the noble goals enshrined in the MDDA.

Yours for media development and diversity.



**Gugu Msibi**  
Chairman



**Lumko Mtimde**  
Chief Executive Officer





# STRATEGIC AND BUSINESS PLAN

## EXECUTIVE SUMMARY

### 1. EXECUTIVE SUMMARY

1. This document reflects the strategic path the Media Development and Diversity Agency (MDDA) is taking for the period starting April 2012 and ending in March 2015, in accordance with Treasury Regulations (as amended), Notice 29644 of 20 February 2007, MTEF Treasury Guidelines June 2007 and Framework for Managing Programme Performance Information May 2007, issued in terms of the Public Finance Management Act, 1999.
2. It outlines the overall strategic approach that the MDDA is proposing for the period 2012-2015, the legislative and environmental context within which the MDDA is placed, the key program focus areas and the organisational and resource implications of the proposed strategic approach.
3. The MDDA (the Agency) is a statutory development agency for promoting and ensuring media development and diversity, set up as a partnership between the South African Government and major print and broadcasting companies to assist in (amongst others) developing community and small commercial media in South Africa. It was established in 2003, in terms of the MDDA Act, No 14 of 2002 and started providing grant funding to projects on the 29<sup>th</sup> January 2004.
4. The Agency operates within a broad legislative framework including the MDDA Act itself, the Constitution Act, the Public Finance Management Act, the Electronic Communications Act, the ICASA Act, the Promotion of Administrative Justice Act, the Promotion of Access to Information Act, the Skills Development Act, the Broad-based Black Economic Empowerment Act, the Labour Relations Act, the Basic Conditions of Employment Act, amongst others.
5. The vision of the MDDA is that “***Each and every South African Citizen should have access to a choice of a diverse range of media***”
6. The MDDA “***is a development agency that will assist in building an environment where a diverse, vibrant and creative media flourishes and reflects the needs of all South Africans.***”

7. The MDDA does this by (amongst others);
  - The provision of grants and subsidies to media projects and the promotion of media development and diversity
  - Leveraging resources and support through technical assistance
  - Conducting and funding research
  - Facilitating capacity building
  - Advocating for media diversity.
8. The MDDA works primarily with historically disadvantaged persons and communities; **priority will continue to be to increase our focus on** rural and poor communities as well as historically diminished language and cultural groups and inadequately served communities. Accordingly we will continue to increase work done in provinces outside of Gauteng and the Western Cape.
9. The Agency will continue to focus on **ensuring that all citizens can access information in a language of their choice and contributing to the transformation of media access, ownership and control patterns in South Africa.**
10. Since its formation, the MDDA has achieved some major milestones including **(as at October 2011) the awarding of grants to the amount of R183.6m to over 407 projects, over 1300 people trained, the provision of 243 bursaries to different radio and print media and the receipt of unqualified audits since its establishment.**
11. The major challenges that are faced by the MDDA include; the limited funding it has against the demands for assistance out there, declining funding for print media, the regulatory framework that governs the MDDA in terms of the regulations requiring Tax certificates and audited financials from groups that are in their formative stages, the generally disempowering environment in print media, the lack of skills amongst the socio-economic groups that are targeted by the MDDA, the limited broadcast frequency spectrum and the limited exposure of the small commercial and community media to advertising revenues and marketing skills.
12. The purpose of the MDDA programs in this period is to **“strengthen the sector though the provision of resources, knowledge and skills in pursuit of promoting media development and diversity”**

13. In this context, the Agency will in the ensuing period, focus its work on:

13.1 Grant funding

- ✚ Capacity building interventions for beneficiary organisations and communities including mentorship and monitoring and evaluation
- ✚ *Strengthening and consolidating beneficiary projects towards sustainability*

13.2 Fundraising and resource mobilisation.

- ✚ Partnerships and Stakeholder management,
- ✚ Communication & public awareness with regard to the sector and the MDDA in general

13.3 Research, knowledge management, monitoring and evaluation

13.4 Advocacy for media development and diversity,

- ✚ Communication & public awareness with regard to the sector and the MDDA in general
- ✚ Media literacy and the promotion of the culture of reading.

13.5 Diverse and quality content

- ✚ Quality programming and production

Monitoring and Evaluation will play a key role in structuring future program involvement, design and development. The project management team has since made strides in making sure that MDDA funded projects are reporting on deadline and also comply with the specifications according to signed contracts.

14. The rationale for the MDDA strategic focus for the ensuing period is predicated on the fact that historically disadvantaged communities continue to be deprived of access to information that can assist them to participate actively in socio-economic improvement and democratic processes of the country. Current media is still insufficiently diverse with respect to reflection of the concerns of especially the socio-economically marginalised communities. Approximately 80% of the SA population is African, yet a huge number of national media products are written and produced in English. This is in direct contradiction to the notion of recognising all

languages on an equal basis as prescribed by the constitution. The Agency has been in partnership with the Department of Provincial and Local Government (DPLG) now called Corporative Governance and Traditional Affairs (COGTA) in an effort to promote multi-lingualism at local government, thus supporting indigenous language media produced by our beneficiaries.

- 15.** The Portfolio Committee on Communications held parliamentary inquiry into transformation of print media, and another inquiry into the transformation of advertising. The MDDA made submissions to both these processes and we are following up on the recommendations that came out of both processes. Equally notable is our active participation in the probe by Competition Commission on possible anti-competitive behavior in the value chain of print media business. The Agency is working together with all relevant stakeholders in assisting and ensuring that these processes enhance the Agencies agenda of media development and diversity.
- 16.** In 2011, the Portfolio Committee on Communications requested the MDDA to assist in identifying projects in Kwa-Zulu Natal, Eastern Cape, Western Cape, the Northern Cape and Free State Provinces that would be visited for purposes of conducting the Committee's oversight role. The objective of the oversight visit serves as the measurement indicator against the service delivery commitments by the executive to the people as well as to help Parliament to perform proper oversight over the MDDA in relation to the following:

  - To assess the number of rural and peri-urban provincial population whose rights contained section 16(1)(a) and (b) of the Bill of Rights have not been met;
  - Freedom of the media;
  - Freedom to receive or impart information or ideas;
  - Whether the MDDA projects in the rural areas have been of assistance to communities;

In addition to the projects visits, the Committee also conducted stakeholder meetings with all MDDA projects and non-MDDA supported projects, in all identified provinces. A total of 20 MDDA supported project site visits were conducted and four community media stakeholder consultation meetings were held. A total of 80 projects representing community media and small commercial media in all visited Provinces attended the stakeholders meetings.

During the site visits, projects raised issues ranging from need for Parliament to intervene in the uncompetitive business practices by some of the main stream commercial media houses, the need for increased government advertising support for community and small commercial media. Projects urged the committee to assist in finding lasting solutions to the challenges that beset the community and small commercial media sector.

17. Community broadcasting sector continuously faces challenges in respect of signal distribution tariffs which have an impact on their sustainability efforts. The Agency needs to ensure that meaning is given to Section 62 (3) of Electronic Communications Act, which provides that A common carrier must (a) subject to its technological capacity to do so and to the provisions of paragraph (b), provide broadcasting signal distribution to broadcasting licensees upon their request on an equitable, reasonable, non-preferential and non-discriminatory basis; ***(b) in determining its tariffs, duly take into account the following: (i) the different categories of broadcasting service licenses referred to in sections 49, 50 and 51; and (ii) the nature and technical parameters of the service provided to each broadcasting licensee with a view to ensuring that the different tariffs are appropriate to and commensurate with the various broadcasting services to which they relate.***
18. **Further, digital broadcasting presents an opportunity for community broadcasting, for example, besides being beneficiaries of the digital dividend, they can also be beneficiaries of the dual-illumination period. The Digital Migration Regulation prescribed by ICASA needs to ensure that public and community broadcasting is protected during the digital broadcasting era.**
19. Several risks and/or constraints exist that can limit the impact and work of the MDDA in this period. Amongst others is the legislative and regulatory framework which may prove to be inflexible. The possibility of the misuse of funds by the beneficiaries, which hopefully has now been minimised since the Agency appointed an Internal Audit and Risk Manager as well as setting up the Monitoring and Evaluation Unit to work closely with funded projects and ensure compliance to the MDDA Act. The MDDA has reviewed a number of legislative, regulatory and policy positions and has planned in the ensuing period to suggest a limited number of changes that may assist in the smooth functioning of the organisation. In the 2008/9 financial year, the board conclusively reviewed and approved the following policies; Delegation of Authority, Supply Chain Management, terms of Reference

for the Board Committees, Finance Policy and Human Resources and Procedures Manual. In the 2009/10 financial year, the Agency recruited a Human Resources and Corporate Services Manager, reviewed a number of internal operational and HR policies and procedures as well as maintaining stringent controls at the project management level.

20. In this context, the Agency has developed a set of interventions to mitigate against these risks. A key strategy to mitigate risk will be the **management and institution of strict controls in the organisation through internal and external audits**. The staff complement has been **increased to the extent reasonably possible within the funding constraints and the regulatory limit of 25% funds spent on administration**. The board will continue with briefings to the minister and the portfolio committee on any problems that may be encountered and how these have been resolved. **Staff development, performance management and a diligent process of project assessment and monitoring** will continue to be a routine of the MDDA.
21. New media and technologies throw a challenge in terms of the future of print media in terms of the conventional business model in the very long term, as the current connectivity and broadband access reality in regard to rural and peri-urban poor area, mean access to online media is limited. Having said so, there is also a huge opportunity for media diversity. **As part of preparing for long term, regard have to be given to, ensuring that all community and small commercial newspapers and magazines are available online and on mobisites.**
22. Expanding activities will require an expansion of the staff complement, the scale of which will become clearer as there is more clarity in particular regarding the financial impact of the provisions of the ECA Act with respect to the MDDA. The Regulations have been prescribed by ICASA on the contributions of the broadcasting service licensees. The Agency has managed to get most broadcast licensees to sign the new agreement committing to contribute 0.2% of their annual turnover of licensed activities.
23. The financial projections for the Agency are based on a scenario of Broadcasting Service Licensee contributions being 0.2 % of their annual turnover as per the

ICASA Regulation on USAF contributions, 10 October 2008<sup>1</sup>. This is also based on the assumption that Broadcasting Service Licensees will contribute to the Agency.

24. The Agency has signed a Memorandum of Understanding with USAASA aimed at providing a framework for working together and sharing information with respect to universal service and access in the broadcasting industry.
25. The Agency still has challenges ahead, ranging from ensuring that funding is properly used by projects, through to assessing the impacts of the Agency's intervention's countrywide and against the national priorities and the MDDA Act.
26. Projections for the MTEF are as follows:

<b>Description</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
Total budget from GCIS (Dec. 2009)	<b>17 265 000</b>	<b>19 115 000</b>	<b>21 091 000</b>		
<i>Total budget from GCIS (Dec 2010)</i>		<b>19 115 000</b>	<b>20 000 000</b>	<b>21 000 000</b>	
<i>Total budget from GCIS (Nov 2011)</i>		<b>19 115 000</b>	<b>20 000 000</b>	<b>21 000 000</b>	<b>22 260 000</b>
Broadcasting Service Licensees	11 868 797	20 838 687	20 838 687	20 838 687	20 838 687
Print Media Funders	4 800 000	4 800 000	4 000 000	4 000 000	4 000 000
Other Income	5 318 120	6 702 604	7 374 372	7 750 644	8 740 326
<b>TOTAL</b>	<b>39 251 907</b>	<b>51 456 291</b>	<b>52 208 059</b>	<b>53 589 331</b>	<b>55 839 013</b>

## Constitution of the Republic of South Africa 1996 Chapter 2 - Bill of Rights

### 16. Freedom of expression

- 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;
  - c) freedom of artistic creativity; and



# **STRATEGIC AND BUSINESS PLAN 2012-2015**

## **2. INTRODUCTION**

This document reflects the strategic path the MDDA is taking for the period starting 2012 and ending in 2015, in accordance with Treasury Regulations (as amended), Notice 29644 of 20 February 2007, MTEF Treasury Guidelines June 2007 and Framework for Managing Programme Performance Information May 2007, issued in terms of the Public Finance Management Act, 1999. It outlines the overall strategic approach that the MDDA is proposing for the period 2012-2015, the legislative and environmental context within which the MDDA is placed, the program focus areas and the organisational and resource implications of the proposed strategic approach.

This strategic and business plan was discussed, considered and approved (in principle) by the MDDA board meeting held on the 06<sup>th</sup> and 07<sup>th</sup> February 2012, subject to the incorporation of amendments. This was ratified by the Board on the 23<sup>rd</sup> February 2012. The strategic and business plan is the responsibility and prerogative of the Board, who have duly considered same as part of their governance role as required by the MDDA Act and the Public Finance Management Act (PFMA). The Agency is a statutory development agency for promoting and ensuring media development and diversity, set up as a partnership between the South African Government and major print and broadcasting companies to assist in (amongst others) developing community and small commercial media in South Africa. It was established in 2003, in terms of the MDDA Act, No 14 of 2002 and started providing grant funding to projects on the 29<sup>th</sup> January 2004.

The MDDA receives funding from government, as well as from major commercial and public media entities [*Caxton (Pty) Ltd, Independent Newspaper (Pty) Ltd, AVUSA Publishing Ltd and Media 24 Ltd*]; and *SABC, Multichoice, Primedia Broadcasting, MNET, Kagiso Broadcasting, etv, Capricorn FM, Kaya FM, YFM, Eastcoast Radio, Heart FM, Igagasi FM, OFM, Algoa FM*. We look forward to signing new funding agreements with new partners (Broadcast Service Licensees, TNA Media, M&G Media, etc) in 2012/13, strengthen our relationship and work together towards ensuring that each and every South African citizen has access to a choice of a diverse range of media.

The print media funders through Print Media Association of South Africa (PMSA) renewed and signed the funding agreement for five years again, committing to pay the same R1.2m per annum per principal for the first three years and R1m for the last two years. They couldn't

offer an inflation increase due to the financial crises engulfing the print media industry at present.

The Agency engaged the Broadcasting Service Licensees regarding the renewal of Funding Agreements and accordingly they have mostly signed the funding agreement to pay 0.2% of its annual turnover of licensed broadcast activities.

Below, is an illustration of the Strategic and Business Plan as per the National Treasury guiding framework:

**Figure 1: Key performance information concepts**

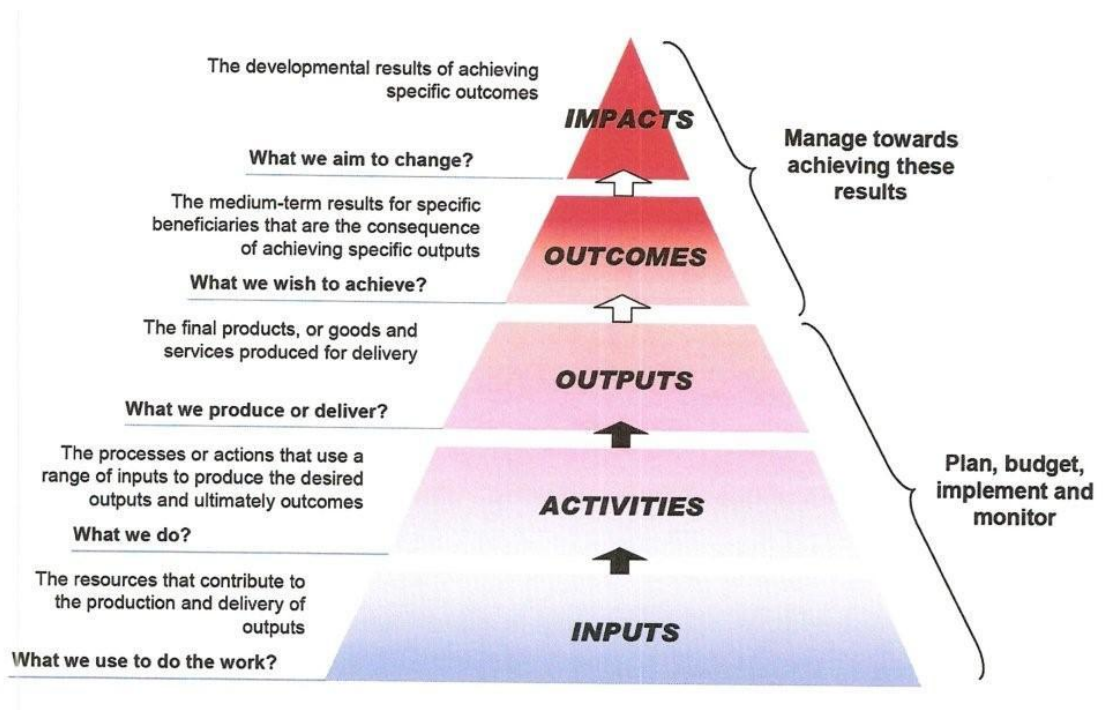


Figure 2: The hierarchy of the relationship between planning concepts

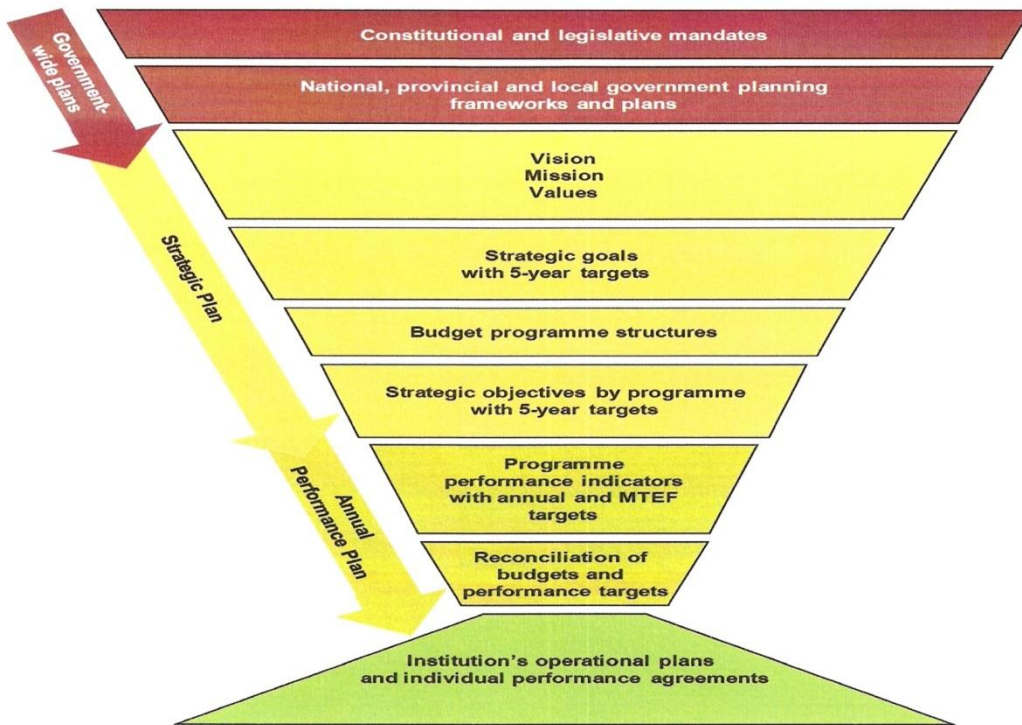
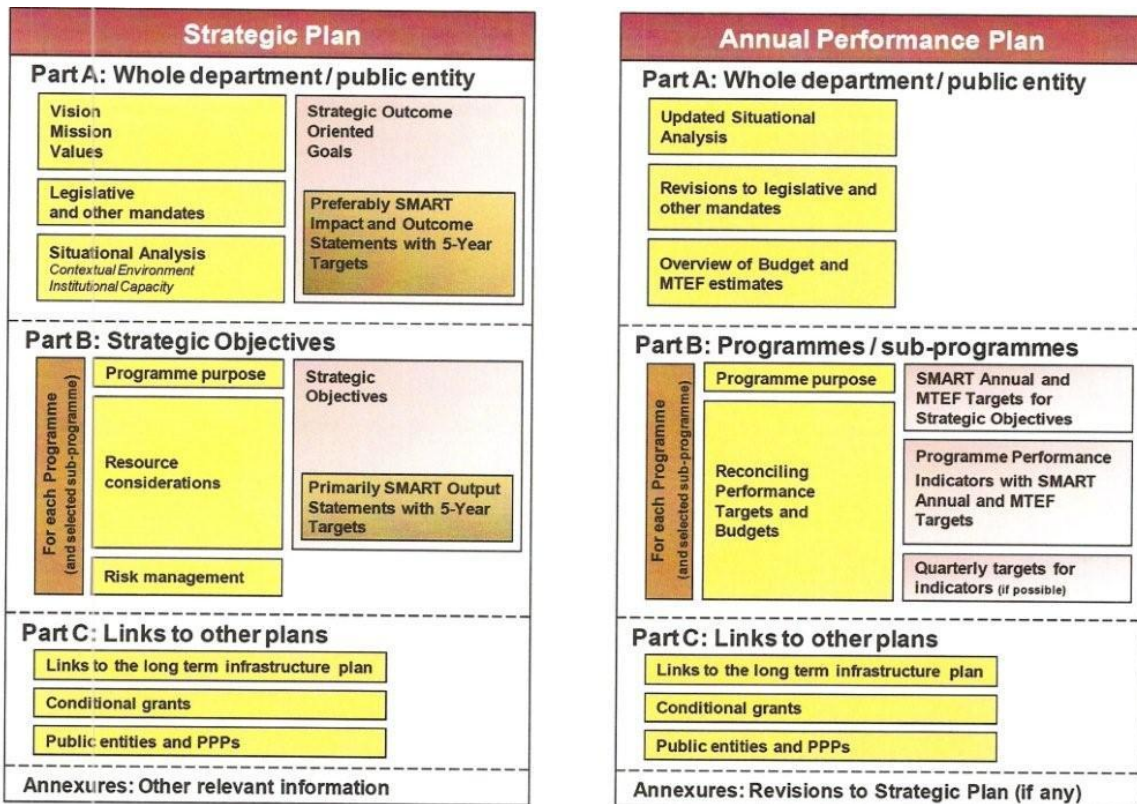


Figure 3: Structure and content of Strategic Plans and Annual Performance Plans



The above provide a diagrammatic roadmap to the Strategic and Business Plan herewith below.

### 3. THE MDDA VISION, MISSION AND VALUES

#### 3.1 Vision

*“Each and every South African Citizen should have access to a choice of a diverse range of media”*

#### 3.2 Mission

*The MDDA is development agency that will assist in building an environment where a diverse, vibrant and creative media flourishes and reflects the needs of all South Africans.”*

**The MDDA does this by;**

- The provision of grants and subsidies to individual media projects and the promotion of media development and diversity.
- Leveraging resources and support through technical assistance.
- Conducting and funding research.
- Facilitating capacity building.
- Advocating for media diversity.

#### 3.3 MDDA Values

In fulfilling its mission the MDDA is committed to uphold the following values and their meaning:

VALUE STATEMENT	MEANING
<b>Integrity</b>	We are honest, reliable, fair, accountable and responsible for our actions
<b>Caring</b>	We are tolerant; courteous and respectful to our staff and clients alike
<b>Professionalism</b>	We are efficient, effective, service delivery orientated, punctual, performance driven and work collectively

<b>Commitment:</b>	We are passionate, go the extra mile, responsive, have a strong work ethic, are consistent and accessible
<b>Transparency</b>	We are open and participatory in our dealings with internal and external parties

## 4. THE MDDA MANDATE AND BENEFICIARY GROUPS

### 4.1 Mandate

The mandate of the MDDA is to:

- (a) Create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans.
- (b) Redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry.
- (c) Promote media development and diversity by providing support primarily to community and small commercial media projects.
- (d) Encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups.
- (e) Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst historically disadvantaged groups.
- (f) Encourage the channelling of resources to the community media and small commercial media sectors.
- (g) Raise public awareness with regard to media development and diversity issues.
- (h) Support initiatives which promote literacy and it culture of reading.
- (i) Encourage research regarding media development and diversity; and

- (j) Liaise with other statutory bodies such as the Independent Communications Authority of South Africa (ICASA) and the Universal Service and Access Agency (USAASA).

## **4.2 Beneficiary groups, focus areas and general approach**

### **4.2.1 Beneficiary groups**

The MDDA works primarily with:

- Historically disadvantaged persons/communities especially in rural areas outside of Gauteng and the Western Cape
- Historically diminished language and cultural groups
- Inadequately served communities

### **4.2.2 Focus areas**

The Agency will focus on the following areas to fulfil its mandate;

- Community media projects
- Small commercial media projects
- Research, training and development projects

### **4.2.3 General approach**

In general the Agency, shall through all its activities:

- Focus on consolidating and sustainability of the current beneficiaries, more so in respect of print media given the limitations regarding print media funding.
- Actively encourage collaboration between different media groups.
- Encourage collaboration between media groups and other community entities (including USAASA, telecentres, Thusong Service Centre (former MPCC's), Arts centres, CBO's and NGO's)
- Actively collaborate with other national Development Finance Institutions (DFIs) such as SEDA, NEF, IDC, National Youth Development Agency (NYDA), etc.
- Work closely with MICTSETA, FP&MSETA, NEMISA, etc. in respect to skills development programme.

The MDDA will prioritise support for media projects focusing on rural communities and/or audiences not adequately served by existing media. The Agency will also focus on creating an enabling environment for media development and diversity.

### 4.3 Stakeholder identification and analysis

Considering that media as defined in the MDDA Act, it is useful to identify those stakeholders that are crucial to the Agency in its pursuit of its mandate. We identify three categories of stakeholders that we classify as:

Stakeholder	Broad Definition
<b>Funders</b>	These are those stakeholders who support, fund and are committed to the noble cause of establishing the MDDA in terms of the MDDA Act.
<b>Partners</b>	These are stakeholders who the Agency is either statutory required to interact and engage with or need to interact and engage with as players in the implementation of the mandate. These include ICASA, MICTSETA, NEMISA, FP&MSETA, USAASA, ECITI, IEC, the media industry, NCRF, AIP, NAB, IFRB, ACB, NGOs, CBOs, service providers, users and other strategic partners
<b>Beneficiaries</b>	These are those individuals, groups and organisations that stand to benefit from the activities and operations of the MDDA whether as grant fund recipients, training, capacity building, mentorship & coaching, management, operational and marketing activities. The Agency, as a development institution in the media in support of media development and diversity will seek to ultimately have a positive impact on the beneficiary stakeholders.

## Stakeholders Identification and Classification Chart

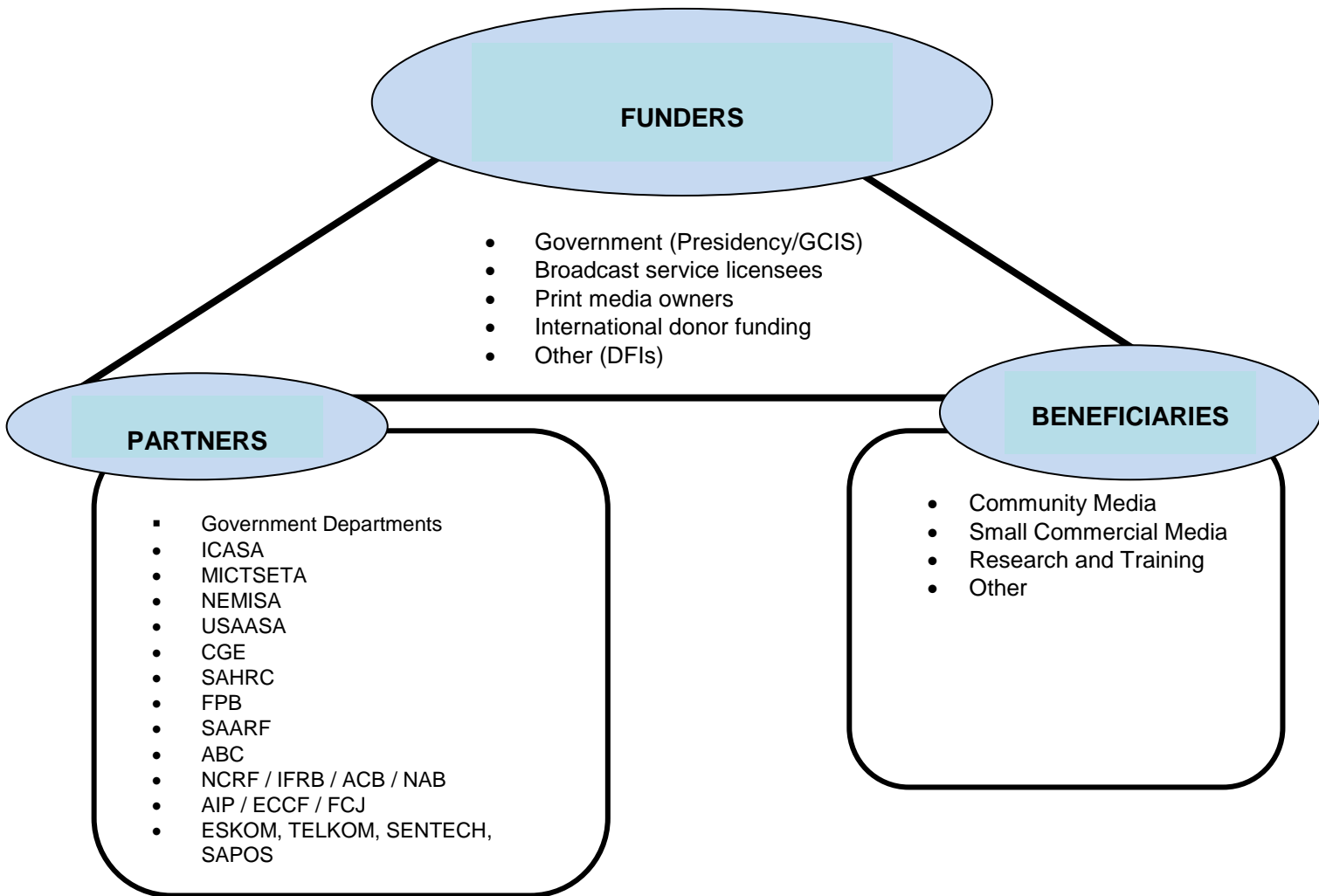


Figure 1

## 5. THE LEGISLATIVE FRAMEWORK THAT SUPPORTS THE WORK OF THE MDDA

In addition to the MDDA Act No 14, of 2002 that establishes the MDDA, the MDDA work is guided by a number of relevant and related legislation, which it is required to comply with, including and most importantly the Constitution of the Republic of South Africa.

Key amongst these laws, is the Public Finance Management Act No, 1.of 1996, the Electronic Communications Act No 35 of 2005, Constitution Act 108 of 1996, the BBBEE Act No.59 of 2003, the Labour Relations Act No 96 of 1995, the Employment Equity Act of 2000, the Skills Development Act, Basic Conditions of Employment Act No. 75 of 1997 and other relevant legislation, Regulations prescribed in terms of the respective legislations that are signed into law by the President from time to time, MDDA Regulations and relevant Government policy



positions.

The MDDA Act has been “strengthened” by the enactment of the Electronic Communications Act of 2005. The Electronic Communications Act of 2005 (ECA) opens up a new possibility with respect to the financing of the MDDA. As a result of this new law, there is an opportunity for growth, as major changes may arise in view of the ECA. The ECA provides for a potentially sustainable mechanism for funding the objects of the MDDA Act, subject to the convincing Broadcasting Service Licensees that their contributions are in good use in the hands of the MDDA, in terms of its mandate.

Section 87 of the ECA provides that: “(1) Despite the repeal of the Telecommunications Act by this Act, the Universal Service Fund established in terms of section 65(1) of the Telecommunications Act continues to exist in terms of this Act and will henceforth be called the Universal Service and Access Fund, and the Agency must keep account of the Fund in its books and credit the Fund with —

- (a) Universal service contributions referred to in section 89; and
  - (b) Money accruing to the Universal Service and Access Fund from any other source.
- (2) all moneys received, the amounts of which in terms of subsection (1) must be credited to the Universal Service and Access Fund in the books of the Agency, must be paid into the National Revenue Fund established by section 185 of the Constitution.”

**Section 89** provides that: “ (1) Subject to subsection (3), every holder of a license granted or considered to have been granted in terms of Chapter 3 must pay, in addition to any other fees contemplated in this Act or the related legislation, the prescribed annual contributions of the licensee’s licensed activity to the Universal Service and Access Fund. (2) The Authority must prescribe—

- (a) the basis and manner of determination of such contributions, which must not exceed 1 per cent of the licensee’s annual turnover or such other percentage of the licensee’s annual turnover as may be determined by the Minister after consultation with the affected parties, by notice in the Gazette; and (b) the dates when such contributions become payable and the manner in which they may be paid.

(3) Broadcasting service licensees contributing to the Media Development and Diversity Agency (“MDDA”) must have their annual MDDA contribution set off against their prescribed annual contribution to the Universal Service and Access Fund.”

ICASA published the Regulation on the 10<sup>th</sup> October 2008. In the year 2009/10, the Agency renewed its funding agreements with partners and aligned the broadcast agreements with the ICASA Regulation.

The Agency has entered into Memoranda of Understanding with USAASA and the DoC, in order to ensure complementary and supportive roles in pursuit of its legislative mandate. It further partnered through an MoU with NEMISA and MICTSETA in respect of skills development.

## **6. SUMMARY OF ACHIEVEMENTS IN THE FINANCIAL YEAR 2011/12**

In the financial year 2011/12, the Agency has, amongst others activities, implemented the Strategic Plan 2011/12 as per the performance information reporting table and rolling out the mandate as determined by the Board. The detailed operational plan (Audit of Performance Information 2011/12) gave meaning and effect to the Strategic and Business Plan 2011-14 as approved by the Board in March 2011 and tabled in Parliament.

The Operational Plan is in line with the Treasury Regulations in terms of PFMA; objectives are measurable and aligned to the Budget. This assists the Accounting Authority (the Board) in its additional responsibility to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Agency. This is a requirement in terms of the Treasury Regulations and Section 55 (2) (a) of the PFMA. Accordingly, this Operational Plan is a subject matter / agenda item of every Board and Executive Management meeting in line with the regulatory requirements and good corporate governance. This exercise has added value to the Agency in terms of providing an ongoing oversight on the implementation. This ensures that the Agency complies with the requirements of Auditor General's audit finding in terms of Section 20(2) (c) of the Public Audits Act No. 25 of 2004 on the reported information relating to performance against predetermined objectives.

The Agency also held valuable engagements with strategic stakeholders (amongst others IEC, ICASA, USAASA, GCIS, PMSA, MAC Council, NEMISA, MICTSETA, FP&MSETA, NCRF, SAPO, SABC, AIPSA, ECCF, ECITI, UNESCO, WSA, etc.), undertook a number of organizational tasks including job evaluation, developing a benchmark guideline for project's budgets facilitating funding decisions, review of schedule of approvals and disbursement, notified new Board members of their appointments, preparing and conducting the new Board members induction, prepared for the strategic planning process and other normal day to day activities of the Agency.

The commitment and hard work of staff has been shown through the deliverables, amongst others, funding approvals amounting to R184m, thereby increasing the number of beneficiary projects to 407, as at January 2012.

The Agency still has challenges ahead, ranging from ensuring that funding is properly used by projects, assessing the impact of the Agency's intervention's countrywide and against the national priorities and the MDDA Act.

Operationally, the Agency now has a full complement of staff to sustain the workload. The Board has decided that the increase in staff capacity be progressive in order to be sustainable and achieve the strategic objectives of the Agency. This is critical to avoid staff fatigue and to ensure that management focuses. The staff complement for the financial year 2009/10 was 20 and increased to 24, with the addition of the Human Resources and Corporate Services Manager. Hopefully, the capacity can increase to 25 adding Communications Manager, depending on the availability of funding.

Strategies being considered to manage staff turnover and institutional memory include the maximized use of new technologies to manage information and knowledge, staff retention policy and succession planning.

Further, the Delegation of Authority was reviewed and finalised by the Board in its May 2008 meeting, in order to further formalise role definition between the Board and Management. Hitherto, through the guidance of the MDDA Board, the dedication of management and staff, and the adherence to King 2 Commission principles of Governance as well as the dictates of the Public Finance and Management Act, the MDDA can highlight the following achievements in the pursuit of its vision and mission in the financial year 2011/12:

- ✚ Setting up of the organization in 2003 and systems, moving into new premises in 2006 (15 Sherborne Road – Parktown), moving again into **31 Princess of Wales Terrace – Parktown** (just opposite Sunnyside Park Hotel) from end of July 2009 and ongoing review of organisation, systems and procedures, and policies;
- ✚ The development of a set of regulations to govern the MDDA,
- ✚ Populating the organisation with staff to run the affairs of the organisation, Grown its human resource capacity to 24, recruited and filled in all staff vacancies to run the affairs of the organization;
- ✚ Finalising the funding agreements with government and the funders,
- ✚ Making the first funding decision in January 2004,

- ✚ Successful engagement with Broadcasting Service Licensees regarding the ECA and the review of the funding agreements,
- ✚ Successful engagements with Print Media Association of SA (PMSA) regarding the review of the funding agreements,
- ✚ Concluded a R20m worth agreement with the Department of Communications, to support community radio programme production capacity;
- ✚ Participated and signed the MAC Charter;
- ✚ Increase in the Government funding, with R9m for the MTEF 2008/11 over and above the R2m increase in 2007/8, though unfortunately due to economic situation the funding was cut by about R4m for the MTEF 2009/12.
- ✚ The spending R183.6m in grants for 407 media projects cumulatively as at October 2011. More than 250 of these projects did not exist prior to the establishment of the MDDA grant funding;
- ✚ The provision of bursaries to 243 different radio and print managers as at Oct. 2011, and generally 1300 people trained;
- ✚ The evaluation of MDDA organizationally after 4 years of operation;
- ✚ The consistent receipt of unqualified audits;
- ✚ Putting MDDA on the public agenda including use of social media;
- ✚ The development of a database of grassroots publications in partnership with AIPSA;
- ✚ Envisioning TV: Research in the Policy, Strategy and Models for Community Television in South Africa – HSRC.
- ✚ The funding of four Community TV initiatives, Bay Community TV (now called ONE KZN), Cape Community TV, Eastern Cape Community TV and Tshwane Community TV;
- ✚ Completed a number of researches into challenges facing community and small commercial media sector, which are available on its website;
- ✚ Initiated and supported mobilization workshops on shortages and availability of resources for the sector;
- ✚ Published research into trends of media ownership and control in South Africa;
- ✚ Published an advertising and marketing toolkit for community and small commercial media;
- ✚ Signed a Memorandum of Understanding with the Universal Service and Access Agency (USAASA), in order to work together in respect of universal service and access in the broadcasting industry;
- ✚ Running a successful mentorship programme, supporting new initiatives countrywide;
- ✚ Supported a number of capacity building and training programmes in a whole range of areas, including financial management, advertising and marketing, essentials of media management, radio productions, community television, etc;

- ✚ Maintaining good relations with stakeholders – funders, parliament, the Presidency, DoC, GCIS, ICASA, USAASA, MICTSETA, NCRF, AIP, NAB, beneficiaries and research institutions
- ✚ Developed staff in areas such as Project Management, Financial Management, Financial modules, Secretariat, Business writing skills, supervisory management, advocacy training, etc.; Developed capacity in Monitoring and Evaluation, Project management; records management, financial management and risk management. Working as a team internally;
- ✚ The growth of demand for MDDA support, and the growth in the demand for increased funding for MDDA, i.e. Parliament, the Ruling Party, etc;
- ✚ Reaching our disbursement targets within time.

The Agency reached its seven years operationally, and has made a mark in developing and diversifying the media landscape, through the guidance of the MDDA Board, the dedication of management and staff, and the adherence to the dictates of the Public Finance and Management Act. In spite of these achievements the MDDA has faced a number of external and internal challenges. These are outlined in the next section of this plan.

## **7. EXTERNAL AND INTERNAL CHALLENGES AND THEIR IMPLICATIONS TO THE AGENCY**

### **7.1 MDDA external challenges**

The limited funding income against the value of requests received and the need out there. Currently the Agency receives more than R150m worth of applications therefore there is a need for increased funding. The lack of funding is likely to lead to disillusionment from people who spend hours preparing to apply for MDDA funding and fail to get the funding due to limited funds. This applies largely regarding the print media sector.

The MDDA support is needed on an ongoing basis in underdeveloped areas.. The global financial crisis and general market conditions, especially for print media, has led to print media funders not increasing their funding contribution to the Agency. This could frustrate the MDDA from delivering on its mandate and can lead to uncertainty amongst staff and project beneficiaries alike, similarly the initiatives who submit applications to the Agency could be demoralised. Again in the light of the ECA provision for funding and the potential growth of the sectors served by the

Agency, the MDDA may not be able to respond to new opportunities in time and at the same pace as they develop.

The regulatory framework of the MDDA is also another challenge. The qualifying criteria and demand for Tax Certificates and audited financial statements, whilst desirable and are in line with law, are very difficult to meet by newly emerging organisation that do not have capacity and, systems in place. This may lead to the MDDA supporting those that are better established, stronger with more resources.

The environment for print media development is not enabling. There is little diversity in ownership and the control of the mainstream print media. The research report on trends of ownership and control of media in South Africa (July 2009) attest to this and suggest that MDDA intervention is increasingly needed. The socio-economic conditions and the lack of skills amongst the historically disadvantaged communities, poses a real challenge with respect to the MDDA delivering on its mandate and may call to question the sustainability strategies for the MDDA funded projects. In addition, the lack of skills within projects to plan and to manage funds in accordance with budgets against determined objectives and in accordance with the contract signed with MDDA, similarly internal controls and financial management at projects level.

Another key challenge is the high recruitment of people from the sector<sup>2</sup> to more lucrative commercial and public broadcast media. Due to the shortage of skills in the sector, staffs are mobile and move on as soon as they are trained, many moving out of the small media sector. This impact negatively on the management and sustainability of the MDDA supported projects and could drain MDDA resources due to a demand for ongoing support. It therefore requires that MDDA continue to support these projects, as they lead to the growth of the industry and therefore contribute in many ways to economic development. The community and small commercial media sector de facto provides a training ground for the broad media industry.

The limited broadcast frequency spectrum could impact on the ability of the MDDA supporting more community radio and television, the lack of diversity with regard to distribution and printing facilities could lead to the closure of some of the MDDA supported initiatives that cannot sustain the costs of printing and distribution. Lastly, the advent of online media and new technologies probes a challenge to the

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<sup>2</sup> Both community media and small commercial media

community and small commercial media. This requires pragmatism and visionary from the sector.

Another key challenge for the sector is the exposure of small commercial and community media to marketing and advertising revenues. The sector is not able to attract these revenues as these are dominated by the big media owners. This continues to frustrate the efforts of the sector and limits their growth and sustainability as these may continue to rely on MDDA type of funding. **The establishment of the On-line advertising booking and monitoring platform may go a long way towards ensuring the sustainability of the sector.**

In addition to small commercial and community media, South Africa has a wide range of niche/atypical community media such as publications produced by trade unions, non-governmental organizations, religious institutions, student bodies and so on. This atypical community media reaches and serves communities which are not necessarily served by mainstream media. This includes workers, rural dwellers, unemployed people, students and other categories served by unions, NGOs and other such similar organizations. To illustrate, each of the more than 60 trade unions in South Africa produces media on a regular basis. Typically, the key problems they face have less to do with funding for production but more to do with skills, product development, management, business planning, content development and distribution.

Similarly, the more than 15,000 NGOs that exist in the country also produce media for the communities they serve. Such media is normally funded from the programme funds of the NGOs. In other cases, many NGOs also struggle to fund the production of media from their programme funds. The MDDA regards this atypical media as having an important role and contribution to make in the development and diversification of the media. The MDDA strategic plan and operational plans will ensure that the MDDA takes action to facilitate the realisation of this potential.

A major challenge for the MDDA is how it can utilise the potential that exists for the small commercial print media sector for distribution and possible revenues from their associated alternative organizations such as South African Post Office (SAPO), Union Federations, NGOs and other such groups in civil society. As an example 3 union federations have more than 2 million members and there are more than 15 000 NGOs in the country. In this context, the MDDA will through its stakeholder

management initiative lead a process where its beneficiaries might find value that could lead to their long term sustainability as well as address some of the key systemic issues in the media environment in general. A media co-operative could be contracted by unions and use economies of scale to earn income from such contracts thereby securing financial resources. This can even serve as a stable to secure common advertising for various publications, follow the hub approach, etc.

Similarly, arising from the Agency's programme on media literacy and culture of reading, a potential exist in regard to the distribution of community and small commercial print media to schools, Government Departments and municipalities. This even became stronger in view of the partnership with the DCGTA on multi-lingualism, most of the community and small commercial media is produced in indigenous languages and therefore providing a platform for communication for these partners.

To achieve the above, the Agency will strengthen its advocacy and lobbying activity, through targeted and systemic engagements with Government Departments, Municipalities, unions, NGOs to introduce the MDDA and the above objective.

Lastly, there remains a challenge of the co-ordination of efforts by all DFI's, training etc. in the media sector. The Agency produced a report on Low Interest Loan funds for small commercial media sector, research conducting by Umhlaba Consulting. After consulting with National Treasury, the Agency accepted a recommendation that the Agency's focus should be on creating positive awareness of the media sector in order to enhance financial viability of the media business ventures. Further, the report encourages the existing DFIs (for example, NEF, IDC and KHULA) to establish within them a loan product that will support small commercial media, in order to promote the optimal utilization of existing resources. The Agency needs to engage with the recommended institutions (IDC, NEF and KHULA) and mobilize for the implementation of this report's outcome. This will go a long way in addressing the challenges faced by the print media beneficiaries in view of the funding drop from the print media funders.

The impact of regulations relevant and related to the work of the Agency, like those of ICASA (the licensing framework, payment of universal service & access fees, digital broadcasting, etc.), etc., need an ongoing check.



## 7.2 MDDA internal challenges

A key challenge for the MDDA is the level of organisational skills and capacity both in terms of numbers, knowledge and skills given the broad spectrum of projects across the country. The more the projects expand the less is the capacity of the MDDA to manage, monitor and evaluate, and report on these projects adequately. Monitoring suffers as Project Managers prepare for new projects. This state of affairs could lead to staff fatigue, stress, poor project selection for funding and poor monitoring and evaluation of the impact of the Agency interventions in pursuit of its mandate.

Another challenge is the inadequacy of the MDDA financial resources which limit the MDDA's ability to recruit and retain appropriate and the best staff the market can offer. There is a general dissatisfaction by staff regarding salaries and benefits offered by the organisation in comparison to those of similar organisations in the market. This could lead to high staff-turnover levels, poorly motivated staff and poor performance. The need has arisen for the policies of the organisation to be reviewed and aligned competitively to the market given the growth of the Agency and the need to retain staff. Lastly, the Agency need to create an environment that acknowledges and appreciates the "extra mile" contribution by staff.

On the overall the ongoing challenges are with respect to ensuring that the plan is measurable, realistic and implementable within the resource constraints, and that there is functional communication strategy. The MDDA team commits to working together and making this year of action a successful one, through excellence, smart and hard work.

## 8 STRATEGIC FOCUS 2012- 15

In this section, we outline the strategic focus that the Agency will assume given the external and internal challenges that have been articulated and the support that is anticipated from the MDDA funders and stakeholders. The focus is also based on the analysis of the challenges facing the sector, projects reports, the outcomes from research work conducted and the review of the mandate of the MDDA. The plan is therefore intended to ensure that the Agency turns the tide and changes the media landscape. Further, it adds the Agencies value into some of the identified 5

priority areas of government, which form part of our Medium Term Strategic Framework for 2012 to 2015, in order to advance towards the realisation of the all important goal of a better life for all.

## **8.1 Rationale**

Historically disadvantaged communities are deprived of access to information that can assist them to participate actively in the democratic processes of our country. Current media (in particular print) lacks diversity and recognition of indigenous languages and culture. Approximately 80% of the SA population is African, yet a huge number of indigenous language media products are written and produced in English. This is in direct contradiction to the notion of recognising all languages on an equal basis as prescribed by the constitution.

Advertising tends to be biased toward media houses with adequate financial resources. Marketing skills are also lacking in the sector. In many communities, especially rural communities, frequency spectrum allocation, printing facilities and distribution are inadequate. This frustrates efforts of small community initiated media to advance and to be effective. Small commercial media projects have limited access to printing in terms of lack of resources (costs and facilities) as a result of long distances that they have to travel.

Distribution of publications is a huge challenge, both in terms of costs, capacity to circulate, readership and with respect to compliance with various Municipal by-laws.

Access to advertising for small commercial media remains a stumbling block to their growth and viability. Similarly their inability to acquire the Audit Bureau of Circulation (ABC) certificate disadvantages them in the market. The sector lacks appropriate and relevant skills in respect of marketing; financial management and production management.

English remains a dominant language used at the expense of the societal diversity of languages, in particular as it relates to indigenous languages. Society still has a challenge regarding literacy and the culture of reading.

In general, the sustainability of small commercial media targeting historically disadvantaged communities under the current market conditions is a challenge. There is a dearth of knowledge and information that can adequately identify critical issues in the small commercial and community media sectors in South Africa. The absence of this information, at primary or secondary levels, limits innovation and learning for the sector in general.

The small commercial and community media sector is further disadvantaged by the lack of appropriate skills in the management, development and sustenance of their efforts. This

situation could lead to a further decimation of the sector and the limitation of the work of the MDDA.

These problems are highlighted in the AMDI report<sup>3</sup>, the SANEF study on the skills shortage in the sector, and the Low Interest Loan Fund reports. The apparent lack of skills within the media is therefore a challenge for advancing, defending, deepening and promoting the democratic dispensation in South Africa. Some of the causes of these issues are rooted in the legacy of apartheid and the historical monopoly in the print media industry as well as the socio-economic conditions faced by the disadvantaged communities and the lack of exposure to resources, good and proper education by the Historically Disadvantaged Communities. The consequence of these issues is that there is too little diversity in ownership and programme content in the media. This leads to information deprived communities that lack participation in the democratic processes of the country.

Another consequence is that the small commercial media projects are faced with anti-competitive challenges. As a result this affects the pursuit of the mandate of MDDA, in particular, access to a media of their choice; ownership and control by historically disadvantaged communities as well as the diversity of media, reflection and representation of the indigenous languages in the media landscape, informed participation of the poor and HDI's in development processes and communication for all.

There is also the lack of research and information specific to the sectors that inform program development and strategic focus (e.g. not much information on the number of indigenous language newspapers in SA, number of readers of such newspapers, etc. Inadequate skills and experience make community and small commercial ventures unviable and unsustainable.

The Agency needs to ensure the maximization of sharing of skills base / experience through partnerships with established media for enhancing our mentorship/coaching programme.

The Legislative and policy framework is likely to change, there is possible parliamentary inquiries (transformation of print media, media charter, media accountability mechanisms, etc.) and possible inquiry by Competition Commission on possible anti-competitive behavior in the value chain of print media business. The Agency needs to be at the centre

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<sup>3</sup> African Media Development Initiative Research Report on South Africa published by the BBC World Service Trust in 2006

of assisting and ensuring that these processes enhance its agenda of media development and diversity.

Community broadcasting sector continuously faces challenges in respect of signal distribution tariffs which have an impact on their sustainability efforts. The Agency needs to ensure that meaning is given to Section 62 (3) of Electronic Communications Act, which provides that A common carrier must (a) subject to its technological capacity to do so and to the provisions of paragraph (b), provide broadcasting signal distribution to broadcasting licensees upon their request on an equitable, reasonable, non-preferential and non-discriminatory basis; ***(b) in determining its tariffs, duly take into account the following: (i) the different categories of broadcasting service licenses referred to in sections 49, 50 and 51; and (ii) the nature and technical parameters of the service provided to each broadcasting licensee with a view to ensuring that the different tariffs are appropriate to and commensurate with the various broadcasting services to which they relate.***

**Further, digital broadcasting presents an opportunity for community broadcasting, for example, beside being beneficiaries of the digital dividend, they can also be beneficiaries of the dual-illumination period. The Digital Migration Regulation prescribed by ICASA needs to ensure that public and community broadcasting is protected during the digital broadcasting era.**

Access to information and a choice of media for all, is a fundamental right of citizens, especially the poor. All South Africans should have equal access to a diverse choice of media (public, commercial and community). All citizens should have access to media in all languages, accordingly support of indigenous languages in print, TV and internet-based media should be consolidated.

## **8.2 Overall objective**

The overall objective of the MDDA strategic focus for the period 2012-2015 as informed by the vision and mandate of the MDDA is,

***“To ensure that all citizens can access information in a language of their choice and to transform media access, ownership and control patterns in South Africa”***

## **8.3 Purpose**

The purpose of the MDDA in the next three years is to continue to;

***“To strengthen the sector through the provision and leveraging of resources, knowledge and skills in pursuit of promoting media development and diversity”***

**8.4 Key Result Areas in relation to the Mandate, Preamble, Objects of the Act and purpose statement**

<b>Mandate</b>	<b>Strategic Objective</b>	<b>Key Result Area</b>	<b>Output/Indicator</b>
<b>1. Create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans</b>	1. To contribute towards improving the operating environment of the community and small commercial media sectors	Advocacy for media development and diversity	Submissions to ICASA, DoC, Parliament, etc
	2. To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries.	Fundraising and resource mobilization Financial management	Renewed funding agreements. Increased government and broadcasting funding revenue. Clean unqualified reports
	3. To strengthen, grow and protect the MDDA capital base.		
	4. To entrench the MDDA as a credible and efficient Agency that enables the objectives of media development and diversity, and accordingly to increase and diversify its funding sources	Fundraising and resource mobilization	Renewed funding agreements. Increased government and broadcasting funding revenue. Clean unqualified reports
<b>2. Redress Exclusion and Marginalisation of disadvantaged communities and persons from access to the media and the media industry.</b>	1. To contribute towards improving the operating environment of the community and small commercial media sectors 2. To provide the necessary media tools to enable participation and access	Advocacy for media development and diversity	1. Prioritize indigenous language and rural projects. 2. Submissions. 3. Research reports.
<b>3. Promote Media Development and Diversity by providing support primarily to Community and Small Commercial Media Project</b>	1. To contribute towards improving the operating environment of the community and small commercial media sectors	Advocacy for media development and diversity	1. Research reports. 2. Submissions. 3. Training. 4. Grants 5. Toolkits 6. Learning forums 7. Awards
	2. To enhance and improve programming, production and build capacity in community broadcasting sector	Quality programming and production in community broadcasting sector	1. MoU with DoC 2. Funding IAJ/ABC Ulwazi/MTC 3. Grants

Mandate	Strategic Objective	Key Result Area	Output/Indicator
<p><b>4. Encourage ownership and control of, and access to, media by HDC as well as by historically diminished indigenous language and cultural groups</b></p>	<ol style="list-style-type: none"> <li>1. To contribute towards improving the operating environment of the community and small commercial media sectors</li> <li>2. Develop user-friendly guidelines (on how to start a media project as well as any regulations/policies on ownership and control of media) in a range of languages that engage historically diminished indigenous language and cultural groups</li> <li>3. (Engage ICASA, CILCS and the PanSALB on policies and regulations that specific to language and cultural groups etc)</li> </ol>	<p>Advocacy for media development and diversity</p>	<ol style="list-style-type: none"> <li>1. Research reports</li> <li>2. Grants</li> <li>3. Training</li> <li>4. Summits / roundtables / engagements with partners.</li> </ol>
<p><b>5. Encourage the channelling of resources to the community media and small commercial media sectors</b></p>	<ol style="list-style-type: none"> <li>1. To contribute towards improving the operating environment of the community and small commercial media sectors</li> <li>2. To promote and strengthen the small commercial print and community media sector</li> <li>3. To enhance the sustainability of community and small commercial media.</li> <li>4. To strengthen and consolidate beneficiary projects.</li> <li>5. Ensure signed agreements with commercial media and other relevant agencies to allocate resources to community and small media sectors. (list the kind of resources, from equipment to software etc that can be acquired)</li> </ol>	<p>Advocacy for media development and diversity Grant and seed funding</p> <p>Capacity building interventions for beneficiary organizations and communities, including mentorship. Grant funding</p>	<ol style="list-style-type: none"> <li>1. Funding agreements.</li> <li>2. 407 projects funded</li> </ol>
<p><b>6. Encourage the development of human resources and training, and capacity building, within the media industry, especially</b></p>	<ol style="list-style-type: none"> <li>1. To contribute towards improving the operating environment of the community and small commercial media sectors</li> <li>2. To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity</li> </ol>	<p>Advocacy for media development and diversity</p> <p>Internal business processes</p>	<ol style="list-style-type: none"> <li>1. Training</li> <li>2. Bursaries</li> <li>3. Workshops</li> <li>4. MoU with MICTSETA / NEMISA</li> </ol> <ol style="list-style-type: none"> <li>1. PTSS</li> <li>2. Grant Funding Cycle</li> <li>3. Pastel</li> <li>4. Tight internal controls</li> </ol>

Mandate	Strategic Objective	Key Result Area	Output/Indicator
<b>amongst HDGs</b>	<p>content and impact</p> <p>3. Provide funding for specialised training and capacity building programmes for HDI groups in regions that are identified as most needy.</p> <p>4. Ensure that training is provided in languages other than English. (add the actual number of training/capacity building programmes for the financial year and projection for full MTEF)</p> <p>5. Develop partnerships with training and capacity building institutions, Fund training and capacity building</p>	<p>Grant funding Fundraising and resource mobilisation</p>	<p>5. Policies and procedures 6. Systems 7. Clean audit reports</p> <p>Amount spent on HDI training and capacity building, number of projects supported, Training done in indigenous languages Partnership with NEMISA, commercial media etc, provide a number of internships. A number of people employed in the media sector</p>
<b>7. Raise public awareness with regard to media development &amp; diversity issues</b>	<p>1. To enhance and position the MDDA as a leader in media development and diversity.</p> <p>2. To strengthen relations with MDDA contractual and non-contractual stakeholders</p> <p>3. Provide a wide range of print and electronic information on the MDDA and media diversity in general (list the platforms to be used)</p> <p>4. Ensure that the issue of media diversity and S(16) of the Constitution are included in the programming of commercial, community and small commercial media. To this end the MDDA could liaise with ICASA and Print Media bodies on the issue of access to the widest range of sources of information and opinion, as well as equitable representation within the media in general</p>	<p>Communications and public awareness with regard to the sector &amp; the MDDA in general Partnership &amp; stakeholder management.</p> <p>Communications and public awareness with regard to the sector &amp; the MDDA in general Partnership &amp; stakeholder management.</p>	<p>1. Annual reports 2. COMSTRAT 3. Outreach programmes 4. Publicity 5. Debates 6. Publications 7. Research reports 8. Websites 9. Press office 10. Facebook 11. Etc.</p>

Mandate	Strategic Objective	Key Result Area	Output/Indicator
<b>8. Support initiatives which promote literacy and a culture of reading</b>	To promote media literacy and the culture of reading	Media literacy and culture of reading	Summits in partnership with key stakeholders
	Engage the DoE, PanSALB and other relevant agencies/organisations in supporting initiatives that promote literacy and a culture of reading in all South African languages	Media literacy and culture of reading	Summits in partnership with key stakeholders
Mandate	Strategic Objective	Key Result Area	Output/Indicator
<b>1. Identify HDC/P not adequately served by the media</b>	Advocacy for media development and diversity	Internal business processes	Research report
<b>2. Select projects in accordance with the criteria</b>	To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact	Internal business processes	Regulations Criteria PTS Board meetings
<b>3. Negotiate with public entities, org &amp; fin inst. to acquire indirect support for projects</b>	To contribute towards improving the operating environment of the community and small commercial media sectors	Advocacy for media development and diversity	ABC, printers, SENTECH, ICASA, DoC, Vodacom, etc.
<b>4. Board must prescribe criteria, manner &amp; info that must accompany the application.</b>	To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact	Internal business processes	Regulations Criteria Application forms Etc
<b>5. Evaluate all projects receiving support</b>	To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact	Internal business processes	1. Evaluation report 2. M&E
<b>6. Enter into agreements</b>	To strengthen, grow and protect the MDDA capital base, increase the funding and resource base	Fundraising & resource mobilization	1. Funding agreements 2. Increasing Gvt & broadcasting revenue.
<b>7. Reporting</b>	<ol style="list-style-type: none"> <li>To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.</li> <li>To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act. continued compliance with the</li> </ol>	Financial management	Clean audits



Mandate	Strategic Objective	Key Result Area	Output/Indicator
	<p>Executive Authority requirements in terms of the PFMA Act.</p> <p>3. To strengthen the Internal Audit function and the skills transfer from the service provider.</p> <p>4. To maintain maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders</p>		

## 8.5 Key Result Areas in Relation to the Purpose Statement

### 8.5.1 Grant funding

- Capacity building interventions for beneficiary organisations and communities including mentorship and monitoring and evaluation
- *Strengthening and consolidating beneficiary projects towards sustainability*

### 8.5.2 Fundraising and resource mobilisation

- Partnerships and Stakeholder management,
- Communication & public awareness with regard to the sector and the MDDA in general

### 8.5.3 Research, knowledge management, monitoring and evaluation

### 8.5.4 Advocacy for media development and diversity,

- Communication & public awareness with regard to the sector and the MDDA in general
- Media literacy and the promotion of the culture of reading.

### 8.5.5 Diverse and quality content

- Quality programming and production

## 8.6 Budget Summary against the Key Result Areas (5 priority areas)

Key Result Areas	Key deliverables	Sub-total (R)	Budget (R)
1. Grant funding	<ul style="list-style-type: none"> <li>• Fund 5 small commercial newspapers 1 Magazine and 4 newspapers supported for sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• 5 454 459</li> </ul>	24 267 964
	<ul style="list-style-type: none"> <li>• 8 community radio projects funded in 8 district municipalities, 1 CTV funded, 3 community print projects funded in 2 district municipalities, 4 atypical media projects funded and 4 community media projects supported for sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• 18 813 505</li> </ul>	
2. Fundraising and resource mobilisation	<ul style="list-style-type: none"> <li>• A number of partnerships and signed MOU's achieved</li> </ul>	<ul style="list-style-type: none"> <li>• Opex</li> </ul>	700 000

	<ul style="list-style-type: none"> <li>Promotion and recognition of excellence in the community media sector through the Community Media Awards</li> </ul>	<ul style="list-style-type: none"> <li>700 000</li> </ul>	
3. Research, knowledge management, monitoring and evaluation	<ul style="list-style-type: none"> <li>85 beneficiary projects monitored (40 desk top monitoring &amp; 45 site visits)</li> </ul>	<ul style="list-style-type: none"> <li>240 000</li> </ul>	<b>1 940 000</b>
	<ul style="list-style-type: none"> <li>Publish an annual journal and monograph series of the state of media development and diversity</li> </ul>	<ul style="list-style-type: none"> <li>200 000</li> </ul>	
	<ul style="list-style-type: none"> <li>Commission and manage 2 research grants into a) Impact of the MDDA funding on Community and Small Commercial Media. b) Sector Knowledge Management: History of community and small commercial media (Research booklet, Broadcast quality DVD and Online resource)</li> </ul>	<ul style="list-style-type: none"> <li>1 500 000</li> </ul>	
	<ul style="list-style-type: none"> <li>Online application for grant funding</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Opex
	<ul style="list-style-type: none"> <li>10 web based MDDA projects - pilot web presence for community and small commercial media projects</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	Opex
4. Advocacy for media development and diversity	<ul style="list-style-type: none"> <li>Conduct seminars in different provinces and other similar initiatives aimed at engaging the public regarding the state of media development and diversity in South Africa</li> </ul>	<ul style="list-style-type: none"> <li>1 974 460</li> </ul>	<b>2 563 376</b>
	<ul style="list-style-type: none"> <li>Learning Forums</li> </ul>	<ul style="list-style-type: none"> <li>238 916</li> </ul>	
	<ul style="list-style-type: none"> <li>Convene Media assemblies/summits on the role of media</li> </ul>	<ul style="list-style-type: none"> <li>350 000</li> </ul>	
	<ul style="list-style-type: none"> <li>Operationalise the Online booking and monitoring Platform</li> </ul>	<ul style="list-style-type: none"> <li>Opex</li> </ul>	
5. Diverse and quality content	<ul style="list-style-type: none"> <li>4 community radio stations funded</li> </ul>	<ul style="list-style-type: none"> <li>2 000 000</li> </ul>	<b>2 000 000</b>
<b>TOTAL</b>			<b>31 471 340</b>

The above priorities are determined by the Agency within the constraint of its resources both human and financial, taking into account the potential increase in its capacity. Therefore, greater attention will be given to some priorities will be given to some activities over and above others, in consultation with the Board. The strategic approach of the Agency is to find synergies, involve

MDDA supported projects in the respective provinces and to the extent possible dovetail with other activities. In general our key focus areas are aligned to the following National Priorities Areas:

- Speeding up growth, creating more jobs and transforming the economy to create decent work and sustainable livelihoods;
- Social transformation;
- Rural development and land reform - development and implementation of a comprehensive rural development strategy linked to land and agrarian reform and food security;
- Education;
- Health;
- Fight against crime and corruption. Build cohesive, caring and sustainable communities;

## 8.7 Pre-determined strategic objectives in relation to key result areas

### PERFORMANCE INFORMATION REPORTING – FINANCIAL YEAR 2012/13

Below is the Performance Information Report as is required in terms of Treasury Regulations and Section 55 (2) (a) of the PFMA. The objectives are measurable and aligned to the Budget. This assists the Accounting Authority (the Board) in its additional responsibility to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Agency.

Accordingly, this Performance Information Report is a subject matter / agenda item of every Board and Executive Management meeting in line with the regulatory requirements, good corporate governance and proper oversight. This ensures that the Agency complies with the requirements of Auditor General's audit finding in terms of Section 20(2) (c) of the Public Audits Act No. 25 of 2004 on the reported information relating to performance against predetermined objectives.

### KEY RESULT AREA 1: GRANT AND SEED FUNDING

#### STRATEGIC OBJECTIVE:

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET	
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		VARIANCE & REASONS
<ul style="list-style-type: none"> <li>• Prepare calls for applications</li> <li>• Conduct project assessment including site visits.</li> <li>• Prepare and submit project reports</li> <li>• Select projects and submit for board approval</li> <li>• Enter project grant agreements</li> <li>• Disburse grants</li> <li>• Prepare reports on grant funding activity</li> </ul>	Grant funding for small commercial media	1	5 small commercial newspapers and 1 magazine	5 small commercial newspapers and 1 magazine In 2011/12	5 small commercial newspapers and 1 magazine <b>(targets unchanged due to decrease in annual print funding)</b>	October 2012 (Quarter 3)			R4,054,459
<ul style="list-style-type: none"> <li>- Prepare calls for applications</li> <li>- Conduct project assessment including site visits.</li> <li>- Select projects and submit for board approval</li> <li>- Enter project grant agreements</li> <li>- Disburse grants</li> <li>- Prepare reports on grant funding activity</li> <li>- Prepare and submit project reports</li> </ul>	Grant funding for community radio	2	8 community radio projects funded in 8 District Municipalities	10 community radio projects funded in 10 District Municipalities	8 community radio projects funded in 8 District Municipalities	Oct 2012 (Quarter 3)			R 9,513,505
	Grant funding for community newspapers	3	3 community print projects funded in 2 District Municipalities	5 Community print projects funded in 3 District Municipalities in 2010-11	3 community print projects funded in 2 District Municipalities	Oct 2012 (Quarter 3)			R1,500,000
Fund Community Television Initiatives	Grant funding for community television /initiative	4	1 Community Television / Initiative funded	1 Community Television funded in 2011-12	1 Community Television / Initiative funded	Oct 2012 (Quarter 3)			R1,800,000
	Grant funding for atypical media	5	4 atypical media projects funded	4 atypical media projects funded in 2011-12	4 atypical media projects funded	Oct 2012 (Quarter 3)			R 2,000, 000
Managing NCRF Implementation of Seed Funding	Development support and ensuring sustainability	1	10 grant progress report for the supported 10	Grant Support for 10 Nodal community radios and	10 grant progress report for the supported 10	Dec 2012 (Quarter 3)			From the community media budget (2008-9)

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
	of beneficiary projects		nodal community radios	NCRF (2008-9) and a Plan of Action (2010-11)	nodal community radios				
Support for Provincial hubs	Building provincial capacity for co-ordination and developing sustainability programmes.	1	2 provincial hubs supported	Provincial hub strategy in place	2 provincial hubs supported (Review Hub strategy)	Oct 2012 (Quarter 3)			R300,000
Student Media Summit	Support for student media	1	1 Student Media funded	Research Report on the viability for student media (2009-10)  Student Media Awareness Workshop in FS (2010-11)	1 Student Media funded	Oct 2012 (Quarter 3)			R100,000
Develop strategy to strengthen content development	Content development	1	Strategy to strengthen content development	Concept document developed for a strategy to strengthen content development	Review strategy to strengthen content development	Feb 2013 (Quarter 4)			(2011-12 budget)
Develop a strategy to engage other stakeholders including institutions of higher learning to assist with Monitoring and Evaluation Processes around their Geographical Location	Building partnerships to support monitoring and evaluation activities	1	Monitoring and Evaluation stakeholder engagement strategy in place	Partnership Agreement with University of Limpopo (2011/12)	Stakeholder engagement strategy in place	December 2012 (Quarter 3)			Opex
Monitoring & evaluation of projects funded	Monitoring and evaluation	1	45 projects monitored and monitoring reports approved	40 projects monitored 2011/12	45 projects monitored and monitoring reports approved	March 2013 (Quarter 4)			R180, 000
	Conduct additional desktop reviews	2	40 projects monitored through desktop reviews	30 projects monitored 2011/12	40 reports of projects monitored through desktop reviews	March 2013 (Quarter 4)			Opex
Review monitoring reports from Small Commercial Media and	Building an integrated monitoring and	1	10 reports to be reviewed annually (5	Project team received training on	10 reports to be reviewed annually (5	March 2013 (Quarter 4)			Opex

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Community Media Unit	evaluation process		from Small Commercial Media and 5 from Community Media)	M&E	from Small Commercial Media and 5 from Community Media)			
Facilitate recommendation feedback sessions	Ensuring that recommendations from monitoring and evaluation are carried out	1	Facilitate 4 recommendation feedback sessions	N/E	Facilitate 4 recommendation feedback sessions	March 2013 (Quarter 4)		Opex
Monitor Capacity building intervention initiatives and prepare reports	Feedback / survey report from the project	1	12 capacity building initiatives monitored	10 capacity building initiatives monitored in 2011/12	12 capacity building initiatives monitored	March 2013 (Quarter 4)		Opex
		2	12 capacity building initiatives reports	10 capacity building initiatives reports	12 capacity building initiatives reports	March 2013 (Quarter 4)		Opex
Identify areas that projects would require capacity and make recommendation for the required intervention to Research and Training		1	2 reports of projects affected and areas of proposed intervention	1 Training needs workshop conducted in 2011/12	2 reports of projects affected and areas of proposed intervention	March 2013 (Quarter 4)		Opex
Undertake evaluation of MDDA projects	Ensure beneficiary projects are sustainable	1	1 comprehensive evaluation report	2 Evaluation reports completed 2011/12 (1 report for radio and 1 report for print)	1 comprehensive evaluation report	March 2013 (Quarter 4)		Opex
Implement training plan	Capacity building and sustainability	1	50 beneficiaries trained	<ul style="list-style-type: none"> <li>• 40 people trained in 2011/2</li> </ul>	50 beneficiaries trained	March 2013 (Quarter 4)		(2011/12 Overall training budget)
Grow the mentor and training database	Database	2	50 mentors / trainers on database	Call for mentors advertised in 2008/9 30 mentors / trainers on database in 2009/2011	50 mentors / trainers on database	March 2013 (Quarter 4)		Opex
Conduct training workshops for beneficiaries on identified capacity issue and needs	Training workshops	3	1 workshop on an identified skills gap involving 30 beneficiaries conducted	3 Grantee Orientation workshop conducted 2011/12	1 workshop on an identified skills gap involving 30 beneficiaries	March 2013 (Quarter 3)		R300,000

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
					conducted			
Disseminate the Basic Financial Management Guidebook	Training workshops	4	Host a workshop on financial management guidelines	N/E	Host a workshop on financial management guidelines	March 2013 (Quarter 4)		R150,000
Facilitate accreditation for MDDA trainers	Use of accredited service providers	1	3 facilitators accredited	N/E	3 facilitators accredited	March 2013 (Quarter 4)		Opex
Update report on the movement of trained people within the sector	Database	1	Updated database	Database of MDDA trained people exist	Updated database	March 2013 (Quarter 4)		Opex
Maintain database of people trained through MDDA funding		2	Update database of trained people updated	Initial desktop research on the movement of trained people within the sector undertaken in 2008/9	Update database of trained people updated	March 2013 (Quarter 4)		Opex
Implement Exchange Programme	Strengthening and consolidation of beneficiaries	1	2 exchange events are held	2 exchange event in 2011/12	2 exchange events are held	March 2013 (Quarter 4)		R234,459
Provide support for existing projects	Strengthen, consolidate and ensure viable and sustainable beneficiaries	1	4 operational small commercial media projects in different provinces supported for sustainability	4 small commercial media projects supported for sustainability	4 operational small commercial media projects in different provinces supported for sustainability (targets unchanged due to decrease in annual print funding)	March 2013 (Quarter 4)		R1,400,000
		2	4 community radio projects supported for sustainability	4 community media projects supported for sustainability in 2011-12	4 community radio projects supported for sustainability	Oct 2012 (Quarter 3)		R4,000,000

## KEY RESULT AREA 2: FUNDRAISING AND RESOURCE MOBILISATION

### STRATEGIC OBJECTIVE:

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
To increase the level of transfers from MDDA funders.	GCIS and partners transfer	1	100% transfer	97% transfer – R24.7m in 2008/9  82% transfer – R27.5m in 2009/10  75.3% transfer – R27.3m in 2010/11 (as in Jan 2011)	100% transfer	March 2013 (Quarter 4)			Opex
To increase and maintain funding revenue streams for the MDDA.	Revenue / income generation	1	R2m increase	R4m increase in 2010/11  R1.9m increase from Gvt in 2011/12	R2m increase	March 2013 (Quarter 4)			Broadcast Service Licensees
To grow the capital base of the MDDA.	Capital growth	1	R29.2m	R27.3m in 2010/11 (as in Jan 2011)	R29.2m	March 2013 (Quarter 4)			Broadcast Service Licensees, Print Media
To increase the number of MICTSETA/FP&MSETA contracts with the MDDA for training services.	Increased training fund and thereby increase skills in the sector	1	1 contract signed	MICTSETA/NEMISA/MDDA MoU signed	1 contract signed	March 2013 (Quarter 4)			R50,000
Develop Communication plan to publicise MDDA and MICTSETA programme	Publicise MICTSETA/NEMISA/MDDA programme to the relevant publics	1	2 publications covering articles on the MICTSETA/NEMISA/MDDA partnership to maximise awareness	N/A	2 publications covering articles on the MICTSETA/NEMISA/MDDA partnership to maximise awareness	March 2013 (Quarter 4)			Opex
Implement the MDDA Fund Development Strategy and Plan	Increased funding levels of MDDA programs	1	3 engagements with donors	5 engagements/interactions with donors (UNESCO, SIDA, SAMDEF, Free Voices and DTI)	3 engagements with donors	March 2013 (Quarter 4)			Opex
International fundraising	Increase international fundraising for MDDA	1	3 international trips undertaken	MDDA video produced, online published on the website and presented in some foras.  4 trips undertaken	3 international trips undertaken	March 2013 (Quarter 4)			R99 302



**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
				(Cuba, Paris, Sweden, Cameroon and India)					
	Promotion of MDDA and building relations.	1	1 presentation at an academic institution	3 presentations done at Wits, Natal Tech and Rhodes	1 presentation at an academic institution	March 2013 (Quarter 4)			Opex
Develop and set up forums/summits with advertising companies to promote small commercial media and community media	Increased advertising revenue for small commercial media and community media	1	Target at least 4 mainstream publications to publish article on the launch of Marketing toolkit to maximise awareness.	Presentations at MTN Awards breakfast meeting. Presentation at Microsoft breakfast meeting. Meeting with ACA and presentation at AMASA roundtable	Target at least 4 mainstream publications to publish article on the launch of MDDA toolkit to maximise awareness	March 2013 (Quarter 4)			Opex (Communications Budget)
		2	Print and distribute 1000 units of Corporate Governance Tool kit	Facilitated provincial Advertising & Marketing Toolkit workshops in NC, KZN, MP, GP (2011/12)	Print and distribute 1000 units of Corporate Governance Tool kit	June 2012 (Quarter 1)			R200, 000
		3	1 Media Co-operatives research Launch	Advertising and marketing summit held in 2007.  Media Co-operatives research Launch	1 Media Co-operatives research Launch	Oct 2012 (Quarter 3)			R50, 000
Develop a joint programme with USAASA	Working together for universal service and access in accordance with Chapter 3 of the Constitution Act No. 108 of 1996.	1	1 joint programme	1 joint programme on definitions	1 joint programme	March 2013 (Quarter 4)			Opex
Develop Communication plan to publicise MDDA and USAASA partnership	Publicise MDDA and USAASA partnership and activities to the relevant publics	2	2 publications covering articles on the MDDA/USAASA partnership to maximise awareness	N/A	2 publications covering articles on the MDDA/USAASA partnership to maximise awareness	March 2013 (Quarter 4)			Opex
Renew partnership	Working	1	Renewed	R20m	Renewed	March			Opex

**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
with DoC	together and co-ordination in support of community broadcasting		MoU on Community Radio Programme Production or transfer cost centre to GCIS.	transferred in terms of 2008/09 MoU	MoU on Community Radio Programme Production or transfer cost centre to GCIS.	2013 (Quarter 4)		
Develop Communication plan to publicise Community Radio Programme Production programme		2	2 publications covering articles on the Community Radio Programme Production to maximise awareness	N/A	2 publications covering articles on the Community Radio Programme Production to maximise awareness	March 2013 (Quarter 4)		Opex
Sign MoU with Independent Election Commission (IEC); Department of Justice (DoJ) and DPLG	Create enabling and supportive environment for MDDA projects	1	MoU with IEC. Signing an MoU Joint project proposal developed.	Partnership with IEC launched Feb 2011	MoU with IEC. Signing an MoU Joint project proposal developed.	March 2013 (Quarter 4)		Opex
		2	Draft MoU with COGTA. Signing an MoU	Working relationship exist with DPLG/COGTA.	Draft MoU with COGTA. Signing an MoU	March 2013 (Quarter 4)		Opex
Develop Communication plan to publicise MDDA and DoJ / COGTA programmes		1	2 publications covering articles on the MDDA/ COGTA partnership to maximise awareness	Comstrat developed jointly in the Eastern Cape	2 publications covering articles on the MDDA/ COGTA partnership to maximise awareness	March 2013 (Quarter 4)		Opex
Develop Communication plan to publicise MDDA and IEC programme	Create awareness of the programmes	1	2 publications covering articles on the MDDA/IEC partnership to maximise awareness	Online publicity	2 publications covering articles on the MDDA/IEC partnership to maximise awareness	March 2013 (Quarter 4)		Opex
Partner with various skills development stakeholders to maximise the benefit of CM & SCM	Develop joint programmes with key stakeholders	1	1 stakeholder having a signed MoU with the MDDA	MDDA signed an MoU with AMASA in 2009/10	1 stakeholder having a signed MoU with the MDDA	March 2013 (Quarter 4)		Opex
		2	Implement joint training programme (workshop/ seminar, etc) benefiting 50 beneficiaries from the CM &	Discussions held with MAPPSETA (2009/10 – 2010/11) Joint Workshop	Implement joint training programme (workshop/ seminar, etc) benefiting 50 beneficiaries from the CM	March 2013 (Quarter 4)		R200, 000

**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
			SCM sector	held with IEC and Community Radio stations in 2009	& SCM sector				
Partnership with strategic partners with common vision on development (post Media, Culture & Tradition Dialogue in 2011)	Convene a session on media sustainability	1	1 day session at a strategic common vision session	SPI Business Models Training in 2010  Advertising Toolkit workshop in 2011	1 day session at a strategic common vision session	September 2011 (Quarter 2)			R120,000

**KEY RESULT AREA 3: RESEARCH, KNOWLEDGE MANAGEMENT, MONITORING AND EVALUATION**

**STRATEGIC OBJECTIVE:** To enhance innovation and learning in the sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
Identify areas where projects would require capacity and make recommendation for the required intervention		1	Facilitate a workshop in partnership with 1 stakeholder	Overall training and strategy planning developed 2011/12	Facilitate a workshop in partnership with 1 stakeholder	March 2013 (Quarter 4)			
Maintain a research and knowledge management programme	Research	1	1 Research Report published	Transformation of Print media ownership in SA research findings published and Media Cooperatives research commissioned 2011/12	1 Research Report published	March 2013 (Quarter 4)			Opex
	Research grants in CM & SCM development and enhancement, research in transformation of media and research on PBS	2	Commission study on the impact of MDDA funding on Community and Small Commercial Media in S.A	Transformation of Print media ownership in SA research findings published and Media Cooperatives research commissioned 2011/12	Commission study on the impact of MDDA funding on Community and Small Commercial Media in S.A	March 2013 (Quarter 4)			R750,000
		3	Research booklet, Broadcast quality DVD and Online resource	Transformation of Print media ownership in SA research findings	Research booklet, Broadcast quality DVD and Online	March 2013 (Quarter 4)			R750,000

			on the history of community and small commercial media	published and Media Cooperatives research commissioned 2011/12	resource on the history of community and small commercial media				
<b>STRATEGIC OBJECTIVE:</b> To enhance innovation and learning in the sector									
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
Research report on the Impact assessment and evaluation focusing on the projects, socio-economical impact of MDDA interventions	Social impact evaluation and assessment	1	Research report	Concept paper on impact assessment and evaluation developed in 2008/9	Research report	March 2013 (Quarter 4)			UNESCO R 500, 000 (budgeted should the UNESCO funding not materialise)
Publish an annual journal and monograph series of the state of media development and diversity in S.A.	Promotion of media development and diversity	1	Publish Journal on state of CM and SCM in South Africa	Journal Concept developed in 2010/11	Publish Journal on state of CM and SCM in South Africa	March 2013 (Quarter 4)			R200,000
Conduct learning forum with project beneficiaries	Capacity building	1	1 Learning Forum for 10 community print projects and 15 community broadcast projects	1 Learning Forum held for small commercial print projects in 2010-11	1 Learning Forum for 10 community print project and 15 community broadcast projects	February 2013 (Quarter 4)			R100,000
		2	1 learning forum held for 35 Small Commercial Media	Learning Forum held for 29 Small Commercial Media in 2011/12	1 learning forum held for 35 Small Commercial Media	February 2013 (Quarter 4)			R136,016
		3	Online application for grant funding	N/A	Online application for grant funding	October 2012 (Quarter 3)			Opex
		4	10 web based MDDA projects - pilot web presence for community and small commercial media projects	MDDA funded websites developments for projects	10 web based MDDA projects - pilot web presence for community and small commercial media projects	March 2013 (Quarter 4)			Opex
		5	Web based map and database of community and small commercial media projects	Database and hard copy map exist	Web based map and database of community and small commercial media projects	March 2013 (Quarter 4)			Opex

## KEY RESULT AREA 4: ADVOCACY FOR MEDIA DEVELOPMENT AND DIVERSITY

### STRATEGIC OBJECTIVE:

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
<b>Develop strategy for increasing revenue for small commercial and community media sector</b>	<b>Enabling and operating environment</b>	<b>1</b>	5% increase in advertising revenue for small commercial and community media	Baseline data established  Strategy & Plan developed in respect of International Fundraising.  <b>Successfully engaged Gvt to prioritise small commercial and community media sector for adspent. Developed business plan on the On-line advertising platform</b>	5% increase in advertising revenue for small commercial and community media	March 2013 (Quarter 4)			Opex
Prepare submissions and position papers to ICASA for the review of regulations governing the Community Broadcasting sector.	Regulatory environment	1	1 submission made	4 submissions made in 2009/10.  2 submission made in 2011/12	1 submission made	March 2013 (Quarter 4)			Opex (legal)
		2	Regulatory changes accepted and effected by ICASA	Regulations favourable to MDDA prescribed in 2009/10.	Regulatory changes accepted and effected by ICASA	March 2013 (Quarter 4)			Opex (legal)
Prepare submissions to the Minister in the Presidency regarding MDDA Act possible amendments.	Legislative environment	1	Draft amendments to MDDA Act presented to Minister.	Draft amendments tabled to the Board and were subjected to the Analysis of ECA (Bulumko Report)	Draft amendments to MDDA Act presented to Minister.	March 2013 (Quarter 4)			Opex (legal)
Prepare submissions to the Parliament regarding MDDA Act possible amendments.	Legislative environment	1	Amendment proposals incorporated into the Parliamentary schedule.	N/A	Amendment proposals incorporated into the Parliamentary schedule	March 2013 (Quarter 4)			Opex (legal)
Partnership with MAC Charter Council process	Enabling and operating	1	5% increase in advertising	MoU in place with AMASA	5% increase in advertising	March 2013			Opex

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
and AMASA in order to lobby advertising and marketing industry	environment and enhanced relations with AMASA, CAPRO, GCIS & GEPPF - Lobby Media Buyers, Brand Managers & other stakeholders (ADS24, SAMDEF, PORTAL) for Small Commercial Media. Launch the On-line advertising and booking platform for CM and SCM		revenue for small commercial and community media		revenue for small commercial and community media	(Quarter 4)		
Facilitate acquisition of Grassroots Certification from ABC for small commercial and community print projects	Enabling and operating environment	1	Provide support to 10 Small Commercial Media projects to acquire Grassroots Certification	6 Small Commercial Media projects supported for ABC Grassroots Certification	Provide support to 10 Small Commercial Media projects to acquire Grassroots Certification	March 2013 (Quarter 4)		R2,900
Partnership with MAC Charter Council process and AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	1 seminar/ roundtable discussion on media and the advertising environment	MoU with AMASA signed in 2009  MDDA is signatory to MAC Charter	1 seminar/ roundtable discussion on media and the advertising environment	October 2012 (Quarter 3)		Opex
Partnership with AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	Review the MOU with AMASA and develop joint activity program	Broad MOU with AMASA in place	Review the MOU with AMASA and develop joint activity program	Ongoing (Progress reported every quarter)		Opex
Advertising training programme with AMASA	Enabling and operating environment	2	15 people trained	MoU with AMASA signed in 2009  15 people trained in 2009/10	15 people trained	November 2012 (Quarter 3)		R100, 000
Operationalise the Online booking and monitoring Platform	Enabling and operating environment	1	Board approval of the Online system business case	Online System approved in principle at the October 2011	Board approval of the Online system business case	May 2012 (Quarter 1)		Opex

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
				Board meeting. Online system proposal tabled in Parliament, November 2011					
		2	Funding request to NT through mid-term review	Online system proposal tabled in Parliament, November 2011 and February 2012	Funding request to NT through mid-term review	November 2012 (Quarter 3)			Opex
		3	RFP issued	Online system proposal tabled in Parliament, November 2011 and February 2012	RFP issued	December 2012 / January 2013 (Quarter 3)			Opex
		4	Singed MoU with partners to implement the platform	N/E	Singed MoU with partners to implement the platform	March 2013 (Quarter 4)			Opex
Negotiate printing and distribution discounts	Enabling and operating environment	1	0% cost escalation in rates provided to community and small commercial newspapers for printing and Distribution (escalation should not exceed inflation rate)	MOU in place with printers  10 % discounts provided to community and small commercial newspapers for printing and distribution	0% cost escalation in rates provided to community and small commercial newspapers for printing and Distribution (escalation should not exceed inflation rate)	March 2013 (Quarter 4)			Opex
Operationalisation of the low interest loan fund	Enabling and operating environment	1	Pilot the NEF/MDDA Imbewu Fund project	Treasury and Cabinet reports on Low interest loan research in place	Pilot the NEF/MDDA Imbewu Fund project	March 2013 (Quarter 4)			Opex
Maintain partnership with the Dept of Education (DoE), COGTA, PMSA, READ and other relevant stakeholders in place	Promote media literacy and culture of reading	1	Partnership with Free State Prov. Government	Partnerships with COGTA discussed and MDDA joined the process of convening the Multilingualism conference.	Partnership with Free State Prov. Government	November 2013 (Quarter 3)			R20,000

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
				Partnership with EC, NW municipalities				
Convene media assemblies/summits on the role of media per district municipality	Media literacy and culture of reading	1	Host a National Media Literacy Summit	1 summit in EC 2008/9, NW 2009/10, KZN 2010/11 FS 2011/12	Host a National Media Literacy Summit	March 2013 (Quarter 4)		R350,000
		2	Share results with stakeholders	N/E	Share results with stakeholders	March 2013 (Quarter 4)		Opex
Maximise awareness of the MDDA brand	Raising public awareness and building MDDA profile	1	5 articles covering MDDA 5 radio / TV interviews	Radio interviews, Facebook page, SCM coverage, Bizcommunity and Press Office	5 articles covering MDDA 5 radio / TV interviews	March 2013 (Quarter 4)		Opex
Strengthen MDDA presence at provincial level	Building MDDA profile in the public sector, partner with other Gvt Dept and in line with integrated development approach	1	7 provincial activities i.e. media awareness workshops	7 provincial activities attended MDDA conducted an Awareness Workshop in Phiritona (FS) in partnership with GCIS - FS & Ngwathe Local Municipality	7 provincial activities i.e. media awareness workshops	March 2013 (Quarter 4)		R100,000
Conducting seminars throughout different provinces and other similar initiatives, aimed at engaging the public regarding the state of media development and diversity in the country.	Recognition by stakeholders of the role of MDDA in media development and diversity	1	1 provincial seminar conducted	1 seminar held in the Eastern Cape	1 provincial seminar conducted	March 2013 (Quarter 4)		Opex
Develop a communication plan to publicise MDDA programmes in the provinces	Raise MDDA profile in all the provinces	1	Media coverage to promote MDDA	Radio interviews, Facebook page, SCM coverage, Bizcommunity and Press Office	Media coverage to promote MDDA	March 2013 (Quarter 4)		Opex
Develop digital migration strategy for Community Broadcasting	Enabling and operating Environment	1	Develop digital Migration strategy and plan	N/E	Develop digital Migration strategy and plan	March 2013 (Quarter 4)		Opex



**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
Fundraising and public awareness	Raise public awareness and profile MDDA and its projects	1	Radio, TV and print interviews	Radio interviews, Facebook page, SCM coverage, Bizcommunity and Press Office	Radio, TV and print interviews	March 2013 (Quarter 4)			Opex
Fundraise for Communications Manager	Manage and implement communication strategy	1	Communication strategy reviewed	Comstrat developed	Communication strategy reviewed	March 2013 (Quarter 4)			Opex
Promotion and recognition excellence, in the community media and small commercial media sector	Community Media Awards	1	Community Media Awards held	Community Media Awards held in March 2011	Sanlam /MDDA Local Media Awards held	February 2013 (Quarter 4)			R700,000

**KEY RESULT AREA 5: QUALITY PROGRAMMING AND PRODUCTION IN COMMUNITY BROADCASTING SECTOR**

**STRATEGIC OBJECTIVE:** To enhance and improve programming, production and build capacity in community broadcasting sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
Programme Production funding (through GFC – both the MDDA Board and FINOPS) <ul style="list-style-type: none"> <li>• Prepare calls for applications</li> <li>• Conduct project assessment</li> <li>• Prepare and submit project reports</li> <li>• Select projects and submit for board approval</li> <li>• Enter project grant agreements</li> <li>• Disburse grants</li> <li>• Prepare reports on grant funding activity</li> </ul>	Grant Funding (PPP)	1	4 community radio stations funded	6 community radio stations funded in 2011/12	4 community radio stations to be funded	Oct 2012 (Quarter 3)			R2,000,000
	Research (Audience Research and Community Mapping)	2	Launch Qualitative Study Report Research on Audience Research & Community	Concept documents to conduct Qualitative Study Research on Audience	Launch Qualitative Study Report Research on Audience Research & Community	Mar 2013 (Quarter 4)			R200,000 (DoC Budget 2008)

**STRATEGIC OBJECTIVE:** To enhance and improve programming, production and build capacity in community broadcasting sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
			Mapping	Research and Community Mapping	Mapping				
	Programme Production Sector Developments Implemented	3	Programme on the implementation of the Programme Production sector concept evaluated	Conference on sector development conducted in 2010-11	Programme on the implementation of the Programme Production sector concept evaluated	March 2013 (Quarter 4)			Opex
Promotion, Marketing and sector mobilisation	Community Radio Hubs	1	Develop a programme to implement the hub strategy	Reviewed hub strategy	Develop a programme to implement the hub strategy	Dec 2012 (Quarter 4)			Opex
		2	Develop a programme to implement the recommendations Media Co-ops research report	Hub conference convened in 2010-11	Develop a programme to implement the recommendations Media Co-ops research report	Dec 2012 (Quarter 4)			Opex

## KEY RESULT AREA 6: FINANCIAL MANAGEMENT

**STRATEGIC OBJECTIVE:** To strengthen, grow and protect the MDDA capital base.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
To maintain the regulated ratio of grant expenditure to capital	Compliance with Regulations	1	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	Ongoing (Progress to be reported Quarterly)			R196,146

**STRATEGIC OBJECTIVE:** To strengthen, grow and protect the MDDA capital base.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
					unallocated 10%				
To maintain adequate financial records of the MDDA.	Prudent financial management.	1	0% actual vs budget variance.	Low variance	0% actual vs budget variance.	Ongoing (Progress to be reported Quarterly)			R3,136,701
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1	Unqualified audit report	Reports up to 2010/11 remained unqualified	Unqualified audit report	Sept 2012 (Quarter 2)			R112, 495
Strengthen financial management capacity	Prudent financial management.	1	4 Training course attended.	4 Training courses attended in 2010/11	4 Training course attended.	Dec 2012 (Quarter 3)			R12, 778
To support the Accounting officer as well as senior managers with the processes of monthly forecast	Prudent financial management	1	0% variance	Low variance	0% variance	Ongoing (Progress to be reported Quarterly)			R78, 492
To maintain efficient and effective procurement	Compliance with Regulations – Supply Chain management	1	100% compliance	100% compliance	100% compliance	Ongoing (Progress to be reported Quarterly)			R42, 300
To monitor National Treasury Regulations	Compliance with Regulations – PFMA, Treasury regulations	1	2 ENE/MTEF submission to Treasury	Treasury submission made on time	2 ENE/MTEF submission to Treasury	July 2012 (Quarter 2)			R12,968
		2	2 submission of annual financial reports to Treasury	Treasury submission made on time	2 submission of annual financial reports to Treasury	August 2012 (Quarter 2)			R6,484

**KEY RESULT AREA 7: INTERNAL BUSINESS PROCESSES**

**STRATEGIC OBJECTIVE:**

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
To improve efficiencies and accountability in the delivery of MDDA Programs	Contract management	1	100% funding based on contracts  100% service	Contract management systems in place  Contract	100% funding based on contracts  100%	Ongoing (Progress to be reported Quarterly)			Opex

## STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
			provided based on Service Level Agreements	register in place  Contract template revised	service provided based on Service Level Agreements	March 2013 (Quarter 4)			
To give legal support to all MDDA components including projects and HR	Legal Advice	1	10 Legal opinions given, 2 Agreements drawn for projects,  6 Funding Agreements reviewed and amended, 6 SLAs drawn and amended.	11 Legal opinions given, 29 Agreements drawn for projects, 1 Funding Agreements (Etv) reviewed and amended, and 6 Funding agreement reviewed, 15 SLAs drawn and amended	10 Legal opinions given, 2 Agreements drawn for projects, 6 Funding Agreements reviewed and amended, 6 SLAs drawn and amended	Ongoing (Progress to be reported Quarterly)			Opex
To educate especially projects about the terms and conditions of our contracts and compliance thereof.	Legal Advice	1	2 workshop with all funded projects  1 contract template revised	3 Grantee Orientation Workshop held 2011/12	2 workshop with all funded projects  1 contract template revised	March 2013 (Quarter 4)			R300,000  Opex
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1	Unqualified audit report	Reports up to 2009/10 remained unqualified Unqualified audit report	Unqualified audit report	July 2012 (Quarter 2)			Opex
To limit operational and consequential risk to the MDDA	Risk Management	1	Top ten risks and high risk areas within MDDA identified.	The remediation log/risk management strategy has been revised	Revised Top ten risks and high risk areas within MDDA identified.  Monthly monitoring of Consolidated Risk Management Strategy.	Ongoing (Progress to be reported Quarterly)			Opex
To limit fraud in the	Fraud	1	100%	Actions to	100%	March 2013			Opex

## STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
MDDA	Prevention		implementation of mitigation of risks identified	mitigate risks in place	implementation of mitigation of risks identified	(Quarter 4)			
Revise and develop a Materiality and Significance Framework	Comply with SLA with the Executive Authority	1	3 year strategic internal audit plan in place.	Risk Management Strategy and Plan exist.  Internal Audit outsourced. Skills transfer plan.	Revised 3 year strategic internal audit plan approved and in place.	Ongoing (Progress to be reported Quarterly)			Opex
Develop Business Continuity and Disaster Recovery Plan	Comply with SLA with the Executive Authority	1	Reviewed Fraud Prevention Plan	Reviewed Fraud Prevention Plan in place.	Revised Fraud Prevention Plan, which is aligned to King 3.	Sept 2012 (Quarter 2)			Opex
To improve corporate governance	Corporate Governance	1	Staff awareness of the Fraud prevention plan	Fraud Prevention Plan exist Fraud and corruption awareness to employees.	Staff awareness of the Fraud prevention plan	Ongoing. (Progress to be reported Quarterly)			Opex
Revise Declaration of Conflict of Interest Policy		1	Revised Materiality and Significance Framework	Materiality and Significance Framework exist	Revised Materiality and Significance Framework	July 2012 (Quarter 2)			Opex
Revise policies to comply with ongoing changes in PFMA, Treasury Regulations and King 3 Report.		1	Revised Business Continuity and Disaster Recovery Plan	BCP/DRP exists.	Revised Business Continuity and Disaster Recovery Plan	July 2012 (Quarter 2)			Opex
Compliance to Audit Committee requirements as well as SLA with the Executive Authority		1	Revised corporate governance checklist.  Declaration of interests' forms.	Compliance kept	Completed corporate governance checklist.  Declaration of interests' forms.	September 2012 (Quarter 2)			Opex
To prevent under spending on grants	Internal Audit	1	Revised policy	Policy exists.  Board & Staff members do complete annual declaration of	Revised policy	September 2012 (Quarter 2)			Opex

## STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
				interests checklist.				
To ensure that the Internal Audit and Risk Management functions are strengthened	Internal Audit capacity strengthening	2	Revised policies	Policies reviewed in 2009/2010 to align them with changes are legislature.	Revised Supply Chain and Human Resources and Procedure Manual.	Ongoing (Progress to be reported Quarterly)		Opex
To ensure that both the Audit and Risk Committee and Internal Audit Charter are in compliance with various legislations.		1	Audit of Audit Committee decisions and SLA requirements in place.	Compliance historically kept. Audit of SLA requirement and Audit and Risk Committee decisions.	Audit of Audit Committee decisions and SLA requirements in place.	March 2013 (Quarter 4)		Opex
		1	Regular management meetings dealing with projects, follow up/site visits with projects by Project Managers.  Strengthening of M&E capacity	M&E Department is set with the strategy and framework already developed.  Internal Audit strategy on review of projects.	Regular management meetings dealing with projects, follow up/site visits with projects by Project Managers.  Strengthening of M&E capacity through a developed strategy that will ensure that under spending on projects is kept at minimal.	Ongoing (Progress to be reported Quarterly).		Opex
		2	Revise the Skills transfer plan	Internal Auditor outsourced. Skills transfer plan in place.	Revised Skills transfer plan	Ongoing. (Progress to be reported Quarterly)		Opex
		3	Revised Internal Audit and Risk and Audit Committee Charters in	Revised Charters.	All charters reviewed to comply with the Public Sector and Kind 3	July 2012. (Quarter 2)		Opex

## STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
			compliance with King 3.					

## KEY RESULT AREA 8: CUSTOMER PERSPECTIVE

**STRATEGIC OBJECTIVE:** To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Provide Human Capital Planning system and process to identify current and future skills requirements , to meet the changing business requirements	Implementation of the Staff Development and Retention Strategy	1	20% implementation of MDDA Skills Development Plan	Internal Climate Survey 2010	20% implementation of MDDA Skills Development Plan	Ongoing (Progress to be reported Quarterly )		R147,107
	equitable, and competitive remuneration to MDDA personnel	2	Job evaluation outcomes implemented	30% Jobs evaluated and graded	Job evaluation outcomes implemented	March 2013 (Quarter 4)		R18, 847
Recruitment and Selection of personnel to achieve the strategic objectives of the MDDA	Filling of vacant positions as per funded MDDA structure	1	100% staff complement as per funded MDDA structure	MDDA Structure	100% staff complement as per funded MDDA structure	March 2013 (Quarter 4)		R105,085
Conduct relationships building sessions with Managers and employees to empower them to resolve grievances, disputes and disciplinary issues	Promote sound Employee Relations within the MDDA and ensure compliance with employment legislation	1	80% resolution of grievances and disputes	Employee Relations prescripts and regulations	80% resolution of grievances and disputes	March 2013 (Quarter 4)		Opex
Performance tracking and monitoring to achieve the strategic objectives of the MDDA	Compliance with Performance Management System (PMS)	1	100% performance contracts signed ,Performance appraisals conducted and Personal Development Plan implemented	MDDA Performance Management Policy/Labour Relations Act	100% performance contracts signed and, Performance appraisals conducted, and Personal Development Plans implemented.	March 2013 (Quarter 4)		R150,515

**STRATEGIC OBJECTIVE:** To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
100% Regulatory / Statutory compliance	Revised Recognition Agreement if there are amendments of the Labour Relations Act and the Provisions of the Agreement	1	Ratified Recognition Agreement the Agency and the Recognised Union	MDDA and NEHAWU signed an agreement of acknowledging NEHAWU as a Recognised Union – July 2009	Ratified Recognition Agreement by the Agency and the Recognised Union	March 2013 (Quarter 4)			Opex
	Revised Policies	1	(1) revised and approved policy by the HR and REM Committee	All MDDA related HR and Corporate Affairs current policies	(1) revised and approved policy by the HR and REM Committee	March 2013 (Quarter 4)			Opex
Provide a Wellness Programme to MDDA employees to enhance their Performance and improve staff moral	Health and Safety Wellness Clinics	1	(1) Health and Wellness Clinic	Health and Wellness Clinics Provided in 2009	1) Health and Wellness Clinic	March 2013 (Quarter 4)			R14,567
To facilitate the procurement of goods and services in all MDDA Business Units in line with efficient supply chain management practises	100% compliance with Regulations (Supply Chain Management Policy, PFMA and PPFA)	1	Revised procurement process flow chart	Current Supply Chain Management Policy, PFMA and PPFA,	Revised procurement process flow chart	March 2013 (Quarter 4)			R54, 486
Strengthening of the MDDA Information Management System	Approved Information Management system policy by the Board	1	100% Accuracy of Information Management Systems	Current Information Management System policy	100% Accuracy of Information Management Systems	March 2012 (Quarter 4)			R33, 066
Updating of Service Providers data base and gathering of service providers business particulars to ensure compliance	Updated Service Providers' information and business particulars in line with supply chain management best practices	1	Uploaded Service provider 's form on the intranet	Existing Service Providers data base	Uploaded Service provider 's form on the intranet	March 2013 (Quarter 4)			R72,150
Upgrading of the Resource Centre	Updated Resource Centre records in place	1	Layout, design, and the procurement of the Resource Centre Infrastructure	MDDA Resource Centre	Layout, design, and the procurement of the Resource Centre Infrastructure	March 2013 (Quarter 4)			R50,000
Maintain real time filling , archiving and information management system	Compliance with the National Archives requirements	1	Information Management system approved by the National	Updated Information Management system and records in place	Information Management system approved by the National Archives	March 2013 (Quarter 4)			Opex



<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2011/12 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
			Archives						
Good working environment and no audit findings	Revise Policies	1	Revised policies	Draft religious Policy in place  Revised HR Policy with HR Unit	Revised policies	March 2013 (Quarter 4)			R23,116
	Ensure Compliance with ongoing changes in laws	2	Unqualified Audits	Annually revised policies (SCM, HR Policy & Procedures Manual, Finance Policies, etc.)	Unqualified Audits	March 2013 (Quarter 4)			Opex

#### Definitions and acronyms:

CR - Community Radio

CTV - Community Television

DM - District Municipalities

0 – activity completed

0++ - activity completed & target exceeded

Ongoing - refers to activities that are either incomplete due a variety of reasons including that the implementation agents include partners outside of the control of the MDDA, to activities which by their very nature are implemented on an ongoing basis.

Opex - Operational budget

KPA – Key Performance Area

KPI – Key Performance Indicator

N/A – Not Applicable

N/E - Not Evaluated

#### 8.8 Total Budget Summary against Predetermined Objectives per Programme

Programmes	Programme/Project Cost (R)	Operational Cost (R)
1a Research and Training	1 734 459	52 856
1 b Community Media	20 813 505	79 284
1c Small Commercial Media	5 454 459	52 856
1d Monitoring and Evaluation	240 000	52 856
1e Other	3 228 917	79 281
2 CEO's Office	0	2 324 712
3 Finance Department	0	4 075 527

4	Human Resource and Corporate Affairs Department	0	798 356
<b>TOTAL</b>		<b>31 471 340</b>	<b>7 515 728</b>

## **9. RISKS AND RISK CONTAINMENT MEASURES**

The implementation of the 2012-2015 strategic focus and plan can be impacted upon by the following risks at various levels.

### **9.1 Policy level**

At the policy level, legislation and the regulations governing the MDDA may prove to be inflexible and stifle program implementation e.g. the percentage allocations to administration and program funding in the regulations. Non-compliance with legislation governing the Agency may lead to Treasury limiting or cutting funding to the Agency.

In order to mitigate against this risk, management with the assistance of the Board will maintain strict compliance with the legislative framework through regular internal and external audits as well as board member self assessments. The Board and senior management will conduct regular meetings and sessions to brief the Minister and the Portfolio Committee to ensure continued support for the program. Management will also design effective fund development strategies and seek alternative local and international donor funding.

The MDDA has done an analysis of the MDDA Act, the ECA and various policy positions that impact on its operations. The Agency is working closely with ICASA, USAASA and the DoC in order to realise the opportunities provided by the ECA. At the regulatory level the MDDA will submit requests for certain changes in the legislative framework that could contribute to the smooth functioning of the MDDA and the achievement of its objectives.

The National Treasury's published Estimates of National Expenditure 2010 budget presents a major and critical strategic and operational risk for the Agency in 2012/13. It is hoped that Government will resolve this uncertainty as soon as possible.

### **9.2 Operational level**

A risk exists that the Agency may not have sufficient and skilled human resources and progressive policies and systems that are sufficiently motivating to encourage effective performance and retain staff.

In response to this risk, management is committed to undertake regular organisational climate surveys and to commit to a regular staff development program and the review of policies and systems to facilitate and improve performance in the organisation. In this regard the board has approved the revision of all organisational policies such as the HR Policies, the Remuneration Policy, Facilities Management and IT policies and others. The Agency is also embarking on a staff development and retention strategy exercise to retain key talent and relevant skills within the Agency.

### **9.3 Beneficiary level**

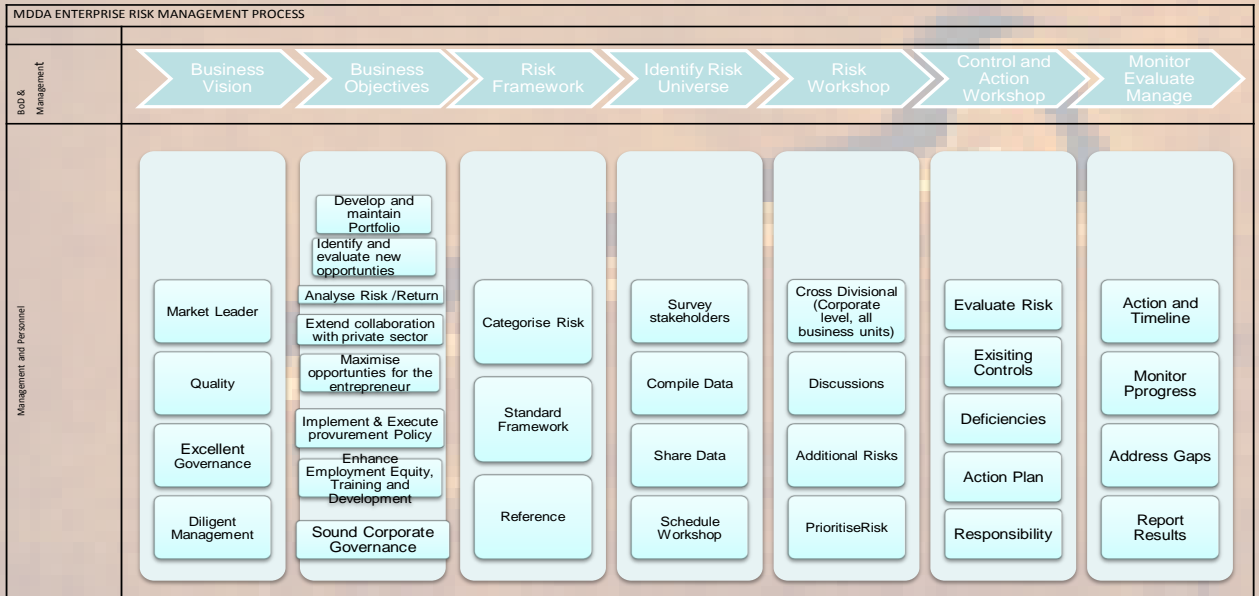
At the beneficiary level a risk exists for the misuse of allocated funding and the collapse of confidence in the MDDA by stakeholders as a result. In this regard the MDDA will apply diligent project assessment and continuous monitoring and auditing of the projects and take appropriate disciplinary and corrective actions where necessary through amongst other things, insistence to contractual agreements.

Lastly, the Agency is in receipt of applications worth more than R150m but has a budget of just between R30m to R50m. This budgetary constraint is even worse with respect to print media funding, with the funding for this sector decreasing every year from the print media funders. This leads to the Agency postponing consideration of some projects until it has the financial resources to support such a project. The postponement have the unintended consequence of either the project disintegrating or people losing confidence in the Agency's ability to assist them in pursuit of its mandate. The risk thereof is that of inability to meet the mandate, damaging the reputation of the Agency and demoralising communities. To mitigate this risk the Agency has decided to focus its energies in mobilising more financial resources, through the opportunities arising from the ECA, increasing the contributions of Government, international donor funding, renewing and aligning the funding agreement with the newly expected ICASA Regulation, etc.

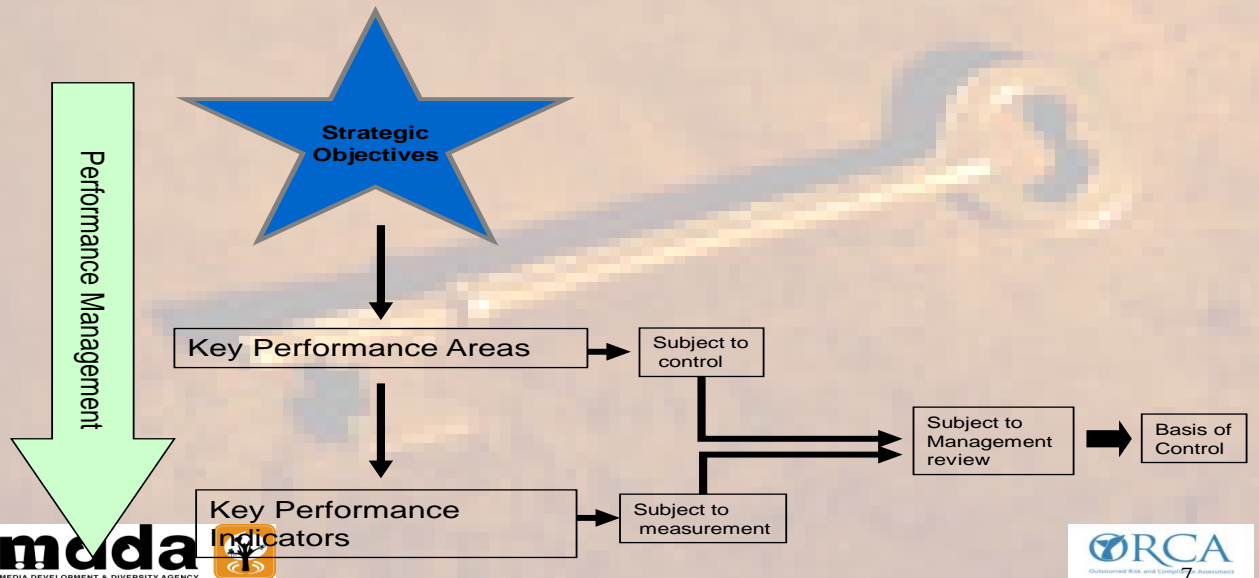
A detailed set of prioritised risks and containment measures established by the MDDA is provided below.

9.4 BUSINESS RISK AND CONTROL IDENTIFICATION AND RATING PROJECT

# MDDA'S ERM PROCESS



## Controls and KPA / KPIs



# BUSINESS RISK MANAGEMENT

## 7 ELEMENTS

- Establish the process
- Assess business risks
- Develop risk management strategies
- Design/implement capabilities (control mitigation)
- Monitor performance
- Continuously improve capabilities
- Information for decision-making



# BUSINESS RISK ASSESSMENT PROCESS OBJECTIVES

BUSINESS RISKS ACROSS MDDA ARE IDENTIFIED AND MANAGED ON AN ONGOING BASIS

- Risk management
- Risk appetite
- Risk tolerance

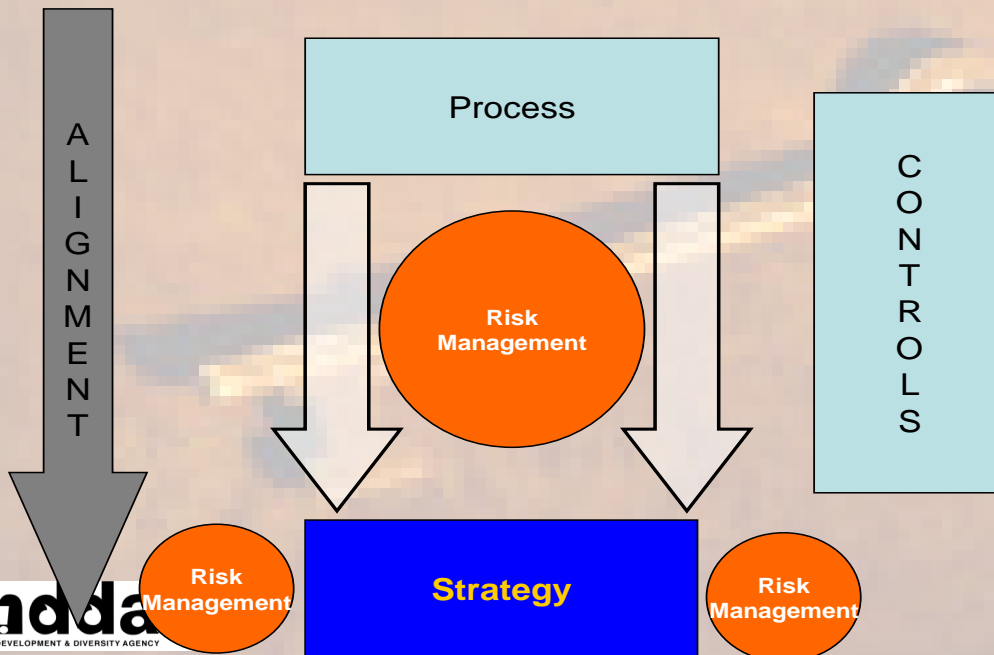


# COMMON CATEGORIES

- **STRATEGIC RISKS**  
(Goals and objectives)
- **OPERATION RISKS**  
(Business processes)
- **FINANCIAL RISKS**  
(Loss of assets)
- **COMPLIANCE RISKS**  
(Laws and regulations)
- **REPUTATIONAL RISKS**  
(Brand)
- **OTHERS**  
(Political, external litigation)



## Strategy, Process and Controls



## Section A: Risk and Control Identification and Rating Process

### 1. BUSINESS RISK ASSESSMENT PROCESS

#### 1.1 Objectives

The management of MDDA want to ensure that business risks across the organisation are identified and managed on an ongoing basis and that best practice and legislated governance requirements are consistently complied with. It was agreed that ORCA would facilitate a risk and control assessment process to assist management in rolling out a comprehensive continuous risk and control identification, management and monitoring process across the organisation.

The ultimate outputs of the business risk identification exercise are:

- The identification and rating of business risks that have the highest potential to impact (positively or negatively) on the achievement of MDDA's strategic objectives and deliverables.
- A valuable tool and reference source for management, assisting management in identifying and/or managing strategic risks including financial, operational, compliance and reputational risks.
- The initial business risk profile will form the basis of an ongoing review and re-rating process of risks at MDDA, and will also assist:
  - with the determination of the proposed focus of the detailed risk management approach (i.e. risk management plan) for MDDA.
  - with the development and rollout of mapped controls and an action plan process at MDDA.

The risk categories have been aligned with strategic objectives in order to identify those risks that directly affect and/or impede the ability to achieve strategic and business objectives. Such business objectives were directly extracted from the Strategic and Business Plan approved by the Board.

#### 1.2 Approach

The following process was followed ahead of and during the workshop:

##### 1.2.1 Identification of risks

During the workshop, the group identified those risks (hazards, uncertainties and opportunities) that may directly impact the achievement of the organisation's strategic objectives and key deliverables.

Attendees only considered those risks that have an effect on the strategic objectives, which may include risks such as strategic, operational risks (business processes), financial risks (loss of assets), compliance risks (laws and regulations), risks impacting on the reputation of MDDA, as well as any other risks (such as political, external, litigation).

Focus was primarily on risks that impact on the achievement of MDDA's Principal goals, intentions and objectives and specifically ignored controls which may currently be in place to mitigate these risks. The group then reviewed and discussed the identified risks in order to clarify and align risks in terms of the strategic objectives.

This process ensured that attendees were in a position to vote on identified risks and that risks were clearly and concisely presented.

Once the inherent risks for the organisation had been identified management was requested to identify existing controls, proposed action plans, and evaluate existing controls based on the percentage effectiveness.

### 1.2.2 What is business risk?

Business risk arises as much from the likelihood that something good will not happen as it does from the threat that something bad will happen. Business risk can be defined as **“the threat that an event or action will adversely affect an organisation’s ability to achieve its business objectives and to execute its strategies successfully.”**

Risks can be viewed from three distinct perspectives:

- Risk as an opportunity;
- Risk as an uncertainty; or
- Risk as a hazard.

<b>Risk as an opportunity</b>	Viewing risk from the opportunity perspective recognises the inherent relationship between risk and return. Managing risk as an opportunity necessitates actions being taken by business managers to achieve positive gains. Opportunity analysis creates insights that may be used by business managers to increase the likelihood of success, and decrease the likelihood of failure.
<b>Risk as an uncertainty</b>	When considering risks from this perspective, business units must determine how they can be proactive in preventing uncertain future events from having a negative impact. The management of uncertainty seeks to ensure that a business unit’s actual performance falls within a defined range. The management of uncertainty risk is proactive – one must anticipate the impact of change and establish controls/processes designed to mitigate its effect on the operations of the business unit.
<b>Risk as a hazard</b>	Risks may be viewed as the possibility of a negative event taking place, or the fact that the negative event has taken place. Such potential negative events include financial loss, fraud, theft and damage to assets.

*“Business Risk arises as much from the likelihood that something good will not happen as it does from the threat that something bad will happen.”*



*"Risk is no longer perceived as a liability. When risk is properly managed it becomes a powerful asset that creates a competitive advantage."*

## How to rank risks

In order to rank the identified risks, management was asked to vote on each risk with respect to likelihood and impact. For the purpose of this risk assessment workshop the five-point scale for likelihood and impact was used as a basis. A definition of likelihood and impact, as well as a description of the five-point scale, is set out below:

### (a) Likelihood

The assessment of the likelihood of occurrence of a specific risk evaluates the probability of a specific risk occurring.

The likelihood of occurrence assesses the inherent likelihood of the event occurring **in the absence of any processes which the business may have in place to reduce** that likelihood.

The likelihood of occurrence will be assessed as follows:

Rating	Level	Description
5	Certain	Adverse event will definitely occur
4	Almost Certain	Highly likely that the event is expected to occur in most circumstances.
3	Likely	It is more likely that adverse event will occur than not.
2	Unlikely	Highly unlikely that the adverse event could or will occur at some time.
1	Low	The event may only occur in exceptional circumstances.

### (b) Impact

The assessment of the potential impact of a particular risk evaluates the effect on the business should the risk occur. This should include financial impact, the impact on the business's sustainability or strategic/operational objectives and the impact on political and/or community sensitivity.

Rating	Level	Description
5	Catastrophic	Disaster with the potential to lead to the collapse of the business and is fundamental to the achievement of objectives
4	Major/critical	Critical event which can be endured but which may have a prolonged negative impact and extensive consequence. High rate of job loss.
3	Significant	Minimal loss of jobs.
2	Minor	Event will be coped with but requires additional resources and management effort. No loss of jobs.
1	No impact	No impact. Events that can be managed under normal operating conditions and current resources..

## Control Effectiveness (CE) / Desired Control Effectiveness (DCE)

The effectiveness of controls was determined on a percentage scale e.g.

	<b>Effectiveness of Control</b>
	The control is 15% effective.
	The control is 40% effective.
	The control is 60% effective.
	The control is 75% effective.
	The control is 90% effective.

## Inherent Risk (IR)

Inherent risk assesses the nature, complexity, and volume of the activities giving rise to the risk in question.

It is the risk to the entity in the absence of any actions management might take to alter either the risk's likelihood or impact.

Inherent risk is determined through multiplying of the agreed score for likelihood and impact e.g. Likelihood (3) times Impact (4) equals the inherent risk of 12.

## Residual Risk (RR)

Residual risk is the level of **Risk** remaining after **risk treatment**.

Residual risk is the current risk status as per management perception and is determined by multiplying the inherent risk (12) with the non-effectiveness of the controls (e.g. **40% effectiveness = 60% non effectiveness**) providing you with a residual risk score of 7.2 [12 x (100%-40%)].

## Desired Residual Risk (DRR)

Desired residual risk is based on the level of improvement required by management to effectively manage the risk and is determined by multiplying the inherent risk with [1 - the **required** effectiveness of the controls] (e.g. inherent risk of 12 x [1 – desired effectiveness of **70%**] will leave you with a **desired residual risk score of 3.6**).

## Risk Gap

The risk gap can be defined as the level of improvement required in the existing control framework which is in place to manage risk. The risk gap is determined by subtracting the desired residual (3.6) risk from the residual risk (7.2) which gives you a gap of 3.6. The risk gap determines the level of control remediation required and also assists in prioritising risk in the risk management process.

## Participants and quality of results

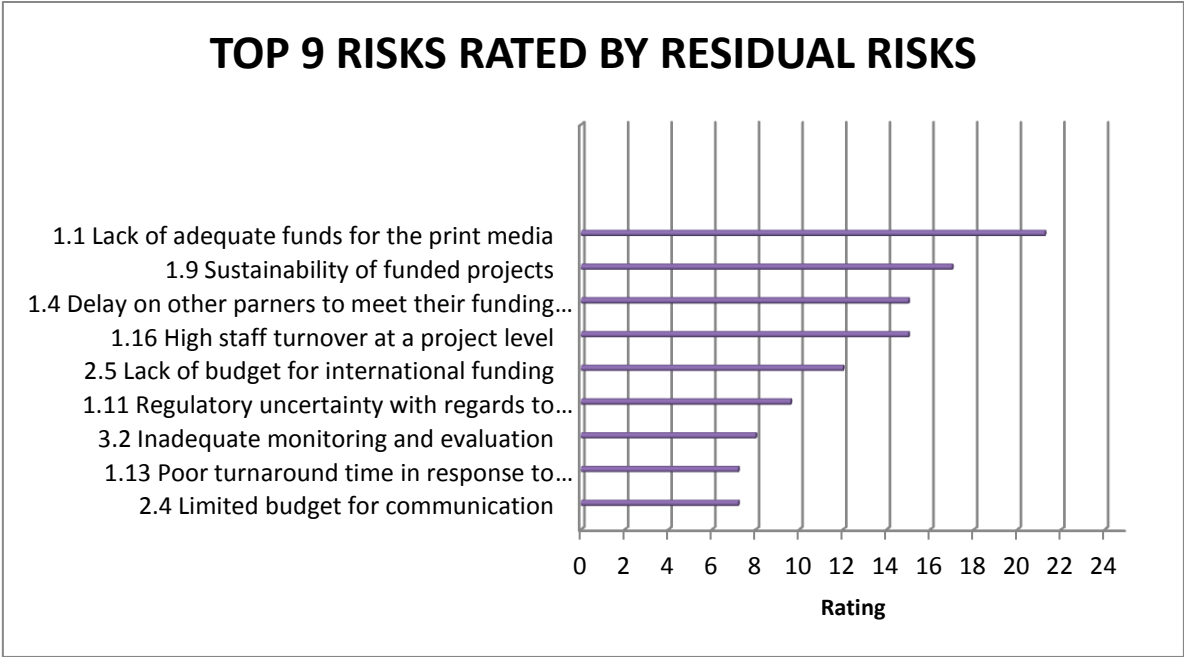
The results of this process represent the participants' interpretation and perception of the nature and quantum of the risks impacting the organisation. The description of risks represents that as agreed to by the workshop participants. The quality of the results therefore depends on the knowledge, experience and quality of input of the participants.

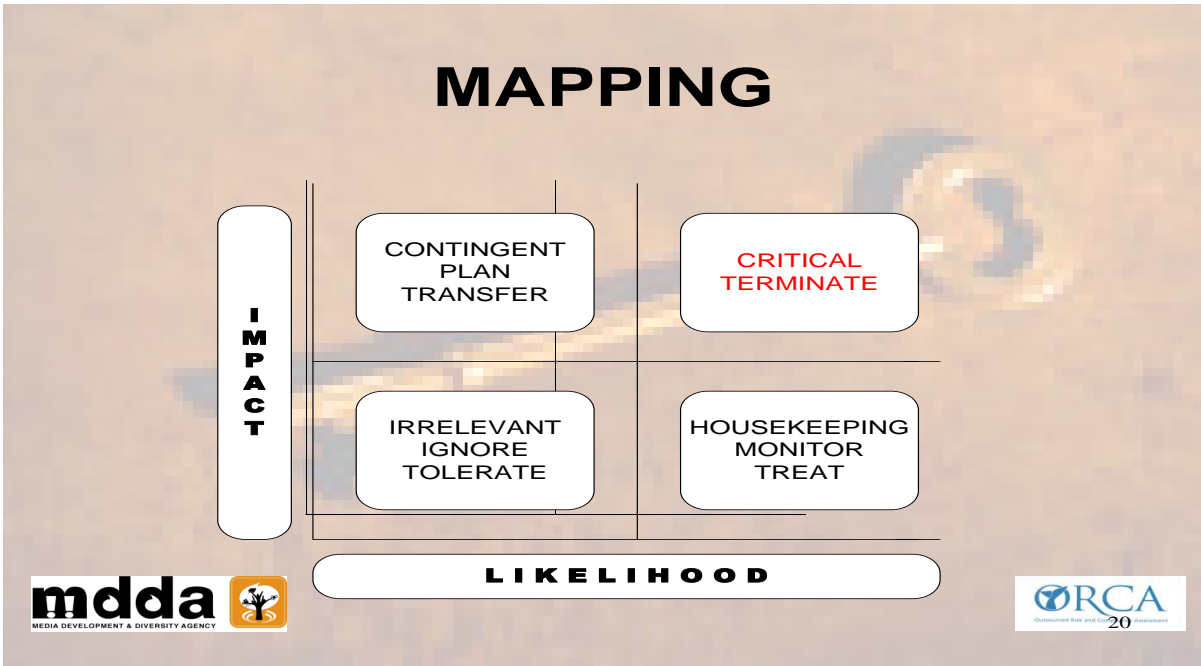
**Section B: Graphical Representation of Top 9 Risks with the supporting Risk and Control Information**

This graph represents the top 9 risks facing the organisation, as identified in the workshop session, rated by residual risk

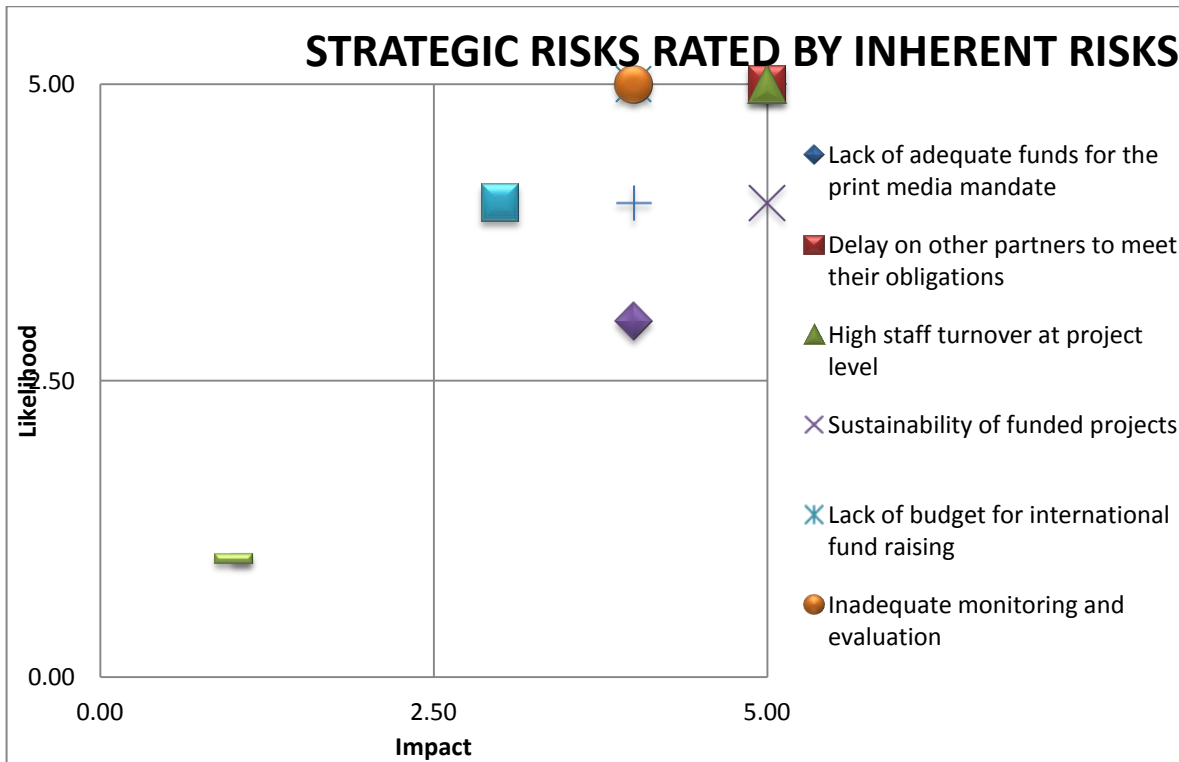
**SECTION B**

**GRAPHICAL REPRESENTATION OF TOP 9 RISKS WITH THE SUPPORTING RISK AND CONTROL INFORMATION**





This graph represents the top 9 risks facing the organisation, as identified in the workshop session, rated by impact and likelihood score.



**Section C: Identified Strategic Risks with Supporting Control and Action Plan Information**

## Residual Risk

	<b>High – Unsatisfactory</b>	Controls and mitigation evaluated are not adequate, appropriate and effective to provide reasonable assurance that risks subject to review are being managed.
	<b>Medium – Satisfactory</b>	Though some control weaknesses are noted, generally controls evaluated are adequate, appropriate and adequate to provide reasonable assurance that risks subject to review are being managed.
	<b>Low – Good</b>	Controls evaluated are adequate, appropriate and effective to provide reasonable assurance that risks subject to review are being managed.



## Top 9 Risks rated by Residual Risk

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
1.1	Lack of adequate funds for the print media	5	5	25	Strategic, financial and Political	<ul style="list-style-type: none"> <li>Continuous engagement with the print media.</li> <li>Increased government funding.</li> </ul>	15%	21.25	CEO/ PD	
1.9	Sustainability of funded projects	4	5	20	Strategic and Financial.	Integrated development approach leading to improved socio economic conditions of the targeted communities.	15%	17	CPD	
1.4	Delay on other partners (e.g. government department) to meet their funding obligations.	5	5	25	Strategic, Operational and Financial.	Continuous engagement with the relevant departments with the support of the Minister in the Presidency.	40%	15	CFO	
1.16	High staff turnover at a project level resulting in a need for ongoing training and capacity building.	5	5	25	Strategic and operational.	<ul style="list-style-type: none"> <li>Continuous training support.</li> <li>Ensuring training strategy and plans exist at project level.</li> <li>Strengthening MDDA.</li> </ul>	40%	15	PD	
2.5	Lack of budget for international funding.	5	4	20	Financial.	Prioritise funding.	40%	12	CEO	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
1.11	Regulatory uncertainty with regards to community television.	4	4	16	Strategic and Political.	<ul style="list-style-type: none"> <li>Continuous engagement with ICASA and Department of Communications.</li> </ul>	40%	9.6	PD	
3.2	Inadequate monitoring and evaluation.	5	4	20	Strategic and Operational	<ul style="list-style-type: none"> <li>Capacity building in M &amp; E unit.</li> <li>Strengthening M &amp; E tools and systems.</li> <li>Proper M &amp; E reports developed.</li> <li>Strengthening performance management.</li> </ul>	60%	8	PD	
1.13	Poor turnaround time in response to applications and unfair prioritization of projects.	3	4	12	Reputational	<ul style="list-style-type: none"> <li>Projects must be registered on PTS.</li> <li>Complaints register and reports tabled at Board meetings.</li> <li>List of all applications received (generated from PTS) must be tabled at mock Board meetings.</li> </ul>	40%	7.2	PD	
2.4	Limited budget for communication.	4	3	12	Strategic	Prioritise fundraising.	40%	7.2	CEO	

**Top 9 Risks rated by Inherent Risk**

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
1.1	Lack of adequate funds for the print media mandate.	5	5	25	Strategic, Political and Financial.	Continuous engagement with the print media sector. Increased government funding.	40%	15	CEO	
1.4	Delay on other partners (e.g. Government Department) to meet their funding obligations.	5	5	25	Strategic, Political and Financial.	Continuous engagement with the relevant departments with support of the Minister in the Presidency.	40%	15	CEO	
41.16	High staff turnover at project level resulting in a need for ongoing training and capacity building.	5	5	25	Strategic and Operational	<ul style="list-style-type: none"> <li>Continuous training support.</li> <li>Ensuring training strategy and plans exist at project level.</li> <li>Strengthening MDDA.</li> </ul>	40%	15	PD	
1.13	Poor turnaround time in response to applications and unfair prioritization of projects.	3	4	12	Reputational	<ul style="list-style-type: none"> <li>Projects must be registered on PTS.</li> <li>Complaints register and reports tabled at Board meetings.</li> <li>List of all applications received (generated from PTS) must be tabled at Board mock meetings.</li> </ul>	40	7.2	PD	



1.9	Sustainability of funded projects.	4	5	20	Strategic and Political	<ul style="list-style-type: none"> <li>• Integrated development approach leading to improved socio-economic conditions of the targeted communities.</li> </ul>	15%	17	CEO/ PD	
2.5	Lack of budget for international fundraising.	5	4	20	Financial.	<ul style="list-style-type: none"> <li>• Prioritise fundraising.</li> </ul>	40%	12	CEO/ CFO	
3.2	Inadequate monitoring and evaluation	5		20	Strategic and operational.	<ul style="list-style-type: none"> <li>• Capacity building in M &amp; E unit.</li> <li>• Strengthening M &amp; E tools and systems.</li> <li>• Proper M &amp; E reports developed.</li> <li>• Strengthening performance management.</li> </ul>	60%	8	PD	
2.4	Limited budget for communication	4	3	12	Strategic	<ul style="list-style-type: none"> <li>• Prioritize fundraising</li> </ul>	40%	7.2		
1.11	Regulatory uncertainty with regards to Community Television.	4	4	16	Strategic and Political	<ul style="list-style-type: none"> <li>• Continuous engagement with ICASA and Department of Communications.</li> </ul>	40%	9.6	CEO/ PD	

**Risks with a strategic impact on the business.**

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
<ul style="list-style-type: none"> <li><b>Key Result Area 1: Grant Funding</b></li> </ul>										
1.1	Lack of adequate funds for the print media mandate.	5	5	25	Strategic, Political and Financial.	<ul style="list-style-type: none"> <li>Continuous engagement with the print media sector. Increased government funding.</li> </ul>	15%	21.25	CEO	
1.2	Under spending on grants.	2	3	6	Operational and Financial.	<ul style="list-style-type: none"> <li>Proper planning and adherence to targeted expenditure at Board meetings. Quality presentation of projects to the Board.</li> </ul>	75%	1.5	PD	
1.9	Sustainability of funded projects	4	5	20	Strategic and political	<ul style="list-style-type: none"> <li>Integrated development approach leading to improved socio-economic conditions of the targeted communities.</li> </ul>	15%	17	PD	
1.3	Inability of the projects to spend funds as per the contract.	4	3	12	Operational, Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> <li>Capacity building at project level.</li> <li>Regular interaction and communication with projects.</li> </ul>	40%	7.2	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
1.4	Delay on other partners (e.g. Government Department) to meet their funding obligations.	5	5	25	Strategic, Political and Financial.	<ul style="list-style-type: none"> <li>Continuous engagement with the relevant departments with support of the Minister in the Presidency.</li> </ul>	40%	15	CEO	
1.5	Receipt of too few applicants due to perceived onerous grants requirements (e.g. tax clearance, audited annual reports, etc) leading to potential legislative non-compliance by MDDA.	1	3	3	Operational	<ul style="list-style-type: none"> <li>Workshops with SARS, CIPRO intended to assist projects to understand the regulatory environment governing them and MDDA requirements.</li> </ul>	75%	0.75	PD	
1.6	Exceeding regulatory requirements regarding limits on admin expenses.	1	3	3	Financial.	<ul style="list-style-type: none"> <li>Adherence to budget.</li> <li>Tightening controls within finance.</li> <li>Ongoing review of management accounts on a monthly basis.</li> <li>Continuous oversight by the Accounting Authority.</li> </ul>	90%	0.3	CFO	
1.7	Inappropriate use of MDDA resources.	3	3	9	Operational, Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> <li>Capacity building at project level.</li> <li>Regular interaction and communication</li> </ul>	60%	3.6	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
						with projects.				
1.8	Beneficiaries and services provider, e.g. mentors, not complying with contractual agreements.	3	3	9	Operational , Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> <li>Capacity building at project level and mentors.</li> <li>Regular interaction and communication with projects and mentors.</li> </ul>	75%	2.25	PD	
1.10	Lack of social impact by funded projects.	2	3	6	Strategic.	<ul style="list-style-type: none"> <li>Social impact study conducted.</li> <li>Supporting the production of relevant content to the communities intended to be served by a particular project (including relevant language).</li> </ul>	60%	2.4	PD	
1.11	Regulatory uncertainty with regards to Community Television.	4	4	16	Strategic and Political	<ul style="list-style-type: none"> <li>Continuous engagement with ICASA and Department of Communications.</li> </ul>	40%	9.6	CEO/ PD	
1.12	Fictitious/fronting projects being funded by the MDDA. (Projects which only exist on	2	3	6	Operational	<ul style="list-style-type: none"> <li>Proper and thorough due diligence conducted during site visits prior to presentation of</li> </ul>	60%	2.4	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
	paper and not on the ground).					<ul style="list-style-type: none"> <li>projects to the Board.</li> <li>Review and analysis of site visits reports by PD.</li> </ul>				
1.14	Lack of mentorship to ensure skills transfer, capacity building and sustainability of the projects.	3	3	9	Operational	<ul style="list-style-type: none"> <li>Strengthening the mentorship programme.</li> <li>Effective monitoring and evaluation.</li> </ul>	60%	3.6	PD	
1.15	Usage of mentors not accredited by SAQA and SETA.	3	3	9	Operational	<ul style="list-style-type: none"> <li>Strict check on mentors profiles.</li> <li>Putting proper accreditation requirements for mentors.</li> <li>Working with MAPPPSETA and ISSET Seta.</li> </ul>	60%	3.6	PD	
1.16	High staff turnover at project level resulting in a need for ongoing training and capacity building.	5	5	25	Strategic and Operational	<ul style="list-style-type: none"> <li>Continuous training support.</li> <li>Ensuring training strategy and plans exist at project level.</li> <li>Strengthening MDDA.</li> </ul>	40%	15	PD	
1.13	Poor turnaround time in response to applications and unfair prioritization of projects.	3	4	12	Reputational	<ul style="list-style-type: none"> <li>Projects to be registered on PTS.</li> <li>Complaints register and reports tabled at Board meetings.</li> <li>List of all applications received (generated from PTS) must be tabled at mock Board</li> </ul>	40%	7.2	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
						meetings.				
<ul style="list-style-type: none"> <li><b>Key Result Area 2: Fundraising and Resource Mobilisation</b></li> </ul>										
2.5	Lack of budget for international fundraising.	5	4	20	Financial.	<ul style="list-style-type: none"> <li>Prioritise fundraising.</li> </ul>	40%	12	CEO/CFO	
2.6	Insufficient human resource capacity should excess funds be received.	1	3	3	Strategic and financial	<ul style="list-style-type: none"> <li>Review organogram when additional funding is received.</li> <li>Review strategy when additional funding is received.</li> </ul>	90%	0.3	HR/CFO	
2.4	Limited budget for communication	4	3	12	Strategic	Prioritize fund raising	40%	7.2	CEO	
2.1	Differing priorities may affect commitments from stakeholders/partners.	2	3	6	Strategic	Continuous strategic engagement with stakeholders/partners.	40%	3.6	CEO	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
2.2	Service Level Agreements with Executive authority not signed.	3	3	9	Strategic.	SLA with executive authority has been signed.	75%	2.25	CEO	
2.3	Image/Reputation of MDDA in the industry may affect the willingness of stakeholders/partners to engage with the agency.	1	3	3	Reputational	<ul style="list-style-type: none"> <li>Information management, controls, staff management and internal and external communication.</li> <li>Adherence to Code of professional conduct and practice.</li> <li>Managing the business according to best practice in corporate governance.</li> <li>Adherence to the chain of command/protocol and controls.</li> </ul>	90%	0.3	HRC	
<ul style="list-style-type: none"> <li><b>Key Result Area 3: Research, Knowledge Management, monitoring and evaluation</b></li> </ul>										
3.1	Non-utilization of research outcomes and recommendations.	2	3	6	Strategic and Operational	<ul style="list-style-type: none"> <li>Research outcomes and recommendations tabled and discussed at strategic planning sessions.</li> </ul>	75%	1.5	CEO/PD	
3.2	Inadequate monitoring and evaluation	5		4	20	<ul style="list-style-type: none"> <li>Capacity building in M &amp; E unit.</li> <li>Strengthening M &amp; E tools and systems.</li> <li>Proper M &amp; E reports developed.</li> </ul>	60%	8	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
						<ul style="list-style-type: none"> <li>Strengthening performance management.</li> </ul>				
3.4	Unpopular research outcomes affecting stakeholders' relations.	3	3	9	Strategic and Political	<ul style="list-style-type: none"> <li>Review of research outcomes with stakeholders.</li> <li>Reasonably plan, coordinate, conceptualise research with stakeholders</li> </ul>	60%	3.6	PD	
3.3	Ineffective Knowledge management.	2	3	6	Strategic and Operational	<ul style="list-style-type: none"> <li>Internal capacity building and knowledge management.</li> <li>Investment in software.</li> <li>Online storage of information and backup.</li> <li>Proper record management system.</li> <li>Monthly knowledge sharing session.</li> </ul>	60%	2.6	HR/CFO	
<ul style="list-style-type: none"> <li><b>Key Result Area 4: Advocacy for media development and diversity</b></li> </ul>										
4.1	Lack of commitment by partners at District Municipality level and deviation from contractual obligations	2	3	6	Strategic and operational	<ul style="list-style-type: none"> <li>Develop Service Level Agreements prior to implementation of projects.</li> </ul>	75%	31.5	PD	



Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
4.2	Changes in District Municipality leadership resulting in changing priorities.	2	3	6	Strategic and Political	<ul style="list-style-type: none"> <li>Strategic engagement with District Municipality leadership.</li> </ul>	60%	2.5	PD	
4.3	Lack of after-care/sustainability/ongoing local support for such projects.	2	3	6	Strategic.	<ul style="list-style-type: none"> <li>Include local business support.</li> <li>Develop an after-care program.</li> <li>Engage with potential partners in the sector.</li> </ul>	75%	1.5	PD	
<ul style="list-style-type: none"> <li><b>Key Result Area 5: Diverse and quality content</b></li> </ul>										
5.1	Delay on other partners (e.g. Government Department) to meet their funding obligations.	4	4	16	Strategic, Political and Financial.	<ul style="list-style-type: none"> <li>Engage with the relevant departments with support of the Minister in the Presidency.</li> </ul>	60%	6.4	CEO	
5.2	Lack of partnership between community broadcasters and communities they serve.	3	3	9	Strategic and operational	<ul style="list-style-type: none"> <li>Implementing the program production project in partnership with CBO's and NGO's operating in the served communities.</li> </ul>	60%	3.6	PD	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
5.3	Poor quality programs produced leading to decrease in listenership.	3	3	9	Strategic	<ul style="list-style-type: none"> <li>Implementing the program production project in partnership with CBO's and NGO's operating in the served communities.</li> </ul>	60%	3.6	PD	
5.4	High expectation and dependency from MDDA by projects	3	3	9	Strategic, reputational and operational	<ul style="list-style-type: none"> <li>Effective communication of the project and its value to beneficiaries.</li> <li>Encourage total ownership of the program (conceptual, coordination) and implementation by beneficiaries.</li> </ul>	60%	3.6	PD	
<ul style="list-style-type: none"> <li><b>Key Result Area 6: Financial Management</b></li> </ul>										
6.1	Exceeding regulatory requirements regarding limits on admin expenses.	2	3	6	Operational	<ul style="list-style-type: none"> <li>Adherence to budget.</li> <li>Tightening controls within finance.</li> <li>Ongoing review of management accounts on a monthly basis.</li> <li>Continuous oversight by the Accounting Authority.</li> </ul>	90%	0.6	CFO	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
6.2	Non-compliance with Laws and Regulations, i.e. PFMA, Public Audit Act, National Archive Act, Access to Information Act, Promotion of Admin Justice Act, Supply Chain Management Act and NT Regulations.	3	5	15	Strategic and Financial.	<ul style="list-style-type: none"> <li>Ongoing training of finance team.</li> <li>Internal controls in place.</li> <li>Strengthening of legal and contract management.</li> </ul>	75%	3.75	CFO/HRC	
6.3	Inappropriate use of MDDA resources.	2	3	6	Operational	<ul style="list-style-type: none"> <li>Internal controls in place.</li> </ul>	90%	0.6	CFO	
6.4	Qualified audits.	2	4	8	Strategic and Financial.	<ul style="list-style-type: none"> <li>Internal controls, management oversight and adherence to corporate governance.</li> <li>Adherence to appropriate financial standards.</li> </ul>	90%	0.8	CEO/CFO	
6.5	Non-adherence to code of conduct.	3	3	9	Operational	<ul style="list-style-type: none"> <li>Regular awareness and declaration of interests.</li> <li>Ongoing communication of the implications of non-compliance.</li> </ul>	90%	0.9	HRC	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
6.6	Lack of or poor corporate governance. (Adherence to King 3).	2	3	6	Strategic.	<ul style="list-style-type: none"> <li>Ongoing capacity building on corporate governance requirements and awareness.</li> <li>Proper oversight by Accounting Officer and Accounting Authority.</li> <li>Effective audit and risk committee. Proper functioning of internal audit.</li> </ul>	90%	0.6	CEO	
6.7	Lack of training within Financial Unit which may result in non-compliance to NT Regulations and reporting standards.	3	5	15	Financial.	<ul style="list-style-type: none"> <li>Ongoing training and development plan for finance team.</li> <li>Ongoing oversight review by management and the Board.</li> </ul>	90%	1.5	CEO/ CFO	
6.8	Inappropriate and ineffective internal controls.	2	3	6	Operational and Financial.	<ul style="list-style-type: none"> <li>Internal controls in place.</li> <li>Management oversight of the internal controls.</li> </ul>	90%	0.6	CFO	
6.9	Finance policies not updated to address the following: Method for resolving incorrect processing, how system overrides and bypasses should be	3	3	9	Financial.	<ul style="list-style-type: none"> <li>Ongoing update of financial policy.</li> </ul>	90%	0.9	CFO	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	• Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
	processed and accounted for and how non-standard journal entries are captured on the system.									
6.10	Purchase returns not processed on the general ledger.	3	3	9	Financial.	Purchases returns are processed on the general ledger.	90%	0.9	CFO	
6.11	Incorrect classification of artwork in general ledger.	3	3	9	Financial.	Artwork is classified properly in the general ledger.	90%	0.9	CFO	
6.12	Impairment of assets not done in terms of GRAP 17 and GRAP 21.	3	3	9	Financial.	Impairment of fixed assets done according to GRAP 17 and GRAP21.	90%	0.9	CFO	
6.13	Interest received not accounted for in the correct financial year.	3	5	15	Financial.	Investigate misstatements and account for interest in the correct financial year.	90%	1.5	CFO	
6.14	Errors in the financial statements.	3	4	12	Financial.	Quarterly review of financial statements by internal auditors.	90%	1.2	CFO/ IAM	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	• Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
6.15	Undetected errors due to lack of reconciliation between Pastel and PTS.	3	3	9	Financial.	Reconciliation is performed; however, no written report is produced.	15%	7.65	CFO/ PD	
6.16	Pastel and PTS system not integrated which may result in the tow system not having same information regarding projects.	3	4	12	Financial and Operational	Management still in the process on integrating the two systems.	40%	7.2	CFO/ PD	
6.17	Fixed assets register maintained on excel which may provide inaccurate information.	3	3	9	Financial.	Fixed assets register maintained on Pastel.	90%	0.9	CFO	
7.1	BCP/DRP not in place and finalised.	3	4	12	Strategic	BCP/DRP approved.	90%	1.2	IAM	
7.2	Risk identified by external auditors not included in the risk management strategy and top 10 risks.	3	3	9	Strategic	Consolidated risk management strategy in place.	90%	0.9	IAM	

Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
7.3	Assessment of internal audit not performed by Audit and Risk Committee.	3	3	15	Strategic	<ul style="list-style-type: none"> <li>Tool for the assessment is in place and assessment to be performed.</li> </ul>	90%	1.5	ARC	
7.4	No reference to King code in the Internal Audit charter.	3	3	15	Strategic.	<ul style="list-style-type: none"> <li>Ongoing review of internal audit charter.</li> </ul>	90%	1.5	IAM	

• **Key Result Area 8: Customer Perspective**

8.1	Conflict arising from unionisation of personnel at management level.	5	4	20	Operational and Financial.	<ul style="list-style-type: none"> <li>Executive management seeks solutions.</li> <li>Executive management seeks guidance from the Department of Labour and the Union, having regard to employment laws, standards, best practice and the Constitution.</li> </ul>	40%	12	HRC	1. Develop a code of conduct for personnel a management level.
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Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
8.2	Low productivity due to lack of staff morale and business objectives not being met.	2	3	6	Strategic and Operational	<ul style="list-style-type: none"> <li>Develop staff retention strategy.</li> <li>Health and wellness program.</li> <li>Conduct ongoing climate survey.</li> <li>Ongoing performance management and evaluation.</li> </ul>	90%	0.6	HRC	
8.3	MDDA staff turnover due to competitive factors.	2	3	6	Strategic and Operational	<ul style="list-style-type: none"> <li>Develop staff retention strategy.</li> <li>Health and wellness program.</li> <li>Conduct ongoing climate survey.</li> <li>Ongoing performance management and evaluation.</li> </ul>	90%	0.6	HRC	
8.4	Non-adherence to NT Regulations TR 16A6.39(a) and (d) on supply chain management.	3	4	12	Strategic and Financial.	Supply Chain management policy updated.	90%	1.2	CEO	
8.5	Lack of internal controls regarding approval of leave.	3	3	9	Operational	Leave policy for approval of emergency leave.	90%	0.9	HRC	



Item no	Description of risk	Likelihood	Impact	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Resp	Comment
8.6	Lack of appropriate skills within MDDA.	2	3	6	Strategic and Operational	<ul style="list-style-type: none"> <li>• Training and development plan in place.</li> <li>• Succession plan in place.</li> <li>• HR development plan in place</li> </ul>	90%	0.6	HRC	
CEO = Chief Executive Officer PD = Program Director CFO = Chief Financial Officer HRC = Human Resources and Corporate Services Manager IAM = Internal Audit and Risk Manager ARC = Audit and Risk Committee										

## **The governance of risk**

### **The board's responsibility for risk governance**

#### **Principle 4.1: The board should be responsible for the governance of risk**

1. The board should exercise leadership to prevent risk management from becoming a series of activities that are detached from the realities of the company's business.
2. The board should be responsible for the governance of risk through formal processes, which includes the total system and process of risk management, and should show leadership in guiding the efforts aimed at meeting risk management expectations and requirements.
3. The board should be able to demonstrate that it has dealt with the governance of risk comprehensively. This should include the development and implementation of a policy and plan for a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, as well as the related internal control, compliance and governance processes within the company.
4. The board should be able to disclose how it has satisfied itself that risk assessments, responses and interventions are effective.
5. The board's scope of responsibility for risk governance should be expressed in its board charter and supported by induction and training processes for all board members. Where the board has delegated its responsibility for risk management to a board committee, such board committee's terms of reference should reflect this responsibility and should be approved by the board.
6. The board's responsibility for risk governance should manifest into a documented risk management policy and plan. Management should develop both the risk management policy and the plan for approval by the board.
7. The risk management policy should set the tone for risk management in the company and should indicate how risk management will support the company's strategy. The risk management policy should include the company's definitions of risk and risk management, the risk management objectives, the risk approach and philosophy, as well as the various responsibilities and ownership for risk management within the company.
8. The risk management policy should be widely distributed throughout the company.
9. The risk management plan should consider the maturity of risk management of the company and should be tailored to the specific circumstances of the company. The risk management plan should include:
  - 9.1. the company's risk management structure;
  - 9.2. the risk management framework – i.e. the approach followed for instance COSO, ISO, IRMSA ERM Code of Practice, IRM (UK), etc;

- 9.3. the standards and methodology adopted – this refers to the measureable milestones such as tolerances, intervals, frequencies, frequency rates, etc;
  - 9.4. risk management guidelines;
  - 9.5. reference to integration through, for instance, training and awareness programmes; and
  - 9.6. details of the assurance and review of the risk management process.
10. The board should review its risk management plan regularly but at least once a year. The board should ensure that the implementation of the risk management plan is monitored on a continually.

#### **Principle 4.2: The board should determine the levels of risk tolerance**

11. Risk is often defined as the taking of risk for reward. At least once a year, the board should set specific limits for the levels of risk the company is able to tolerate in the pursuit of its objectives. The board should also review these limits during periods of increased uncertainty or adverse changes in the business environment.
12. In setting these risk tolerance levels, the board should consider risk factors in both the external and internal business environments. These levels could be measured quantitatively, qualitatively, or both, and should be specific to each of the relevant business activities. These levels should also be used to set the parameters for the development of the business strategy.
13. The board may set limits regarding the company's risk appetite i.e. the risk limits that the board desires, or is willing, to take. Where the risk appetite exceeds, or deviates materially from the limits of the company's risk tolerance (the company's ability to tolerate), this should be disclosed in the integrated report.
14. Management should implement specific limits or tolerance levels that are aligned with those overall limits set by the board at departmental or functional, activity and operational risk levels.
15. The board should continuously monitor significant risk taken by management, and should satisfy itself that management decisions balance performance with the defined tolerance limits. The board should ensure that it understands the implications of risks taken by management in pursuit of returns, as well as the potential impact of risk-taking on shareholders and other stakeholders.

#### **Principle 4.3: The risk committee or audit committee should assist the board in carrying out its risk responsibilities**

16. To assist it in the discharge of its duties and responsibilities in respect of risk management, the board should appoint a risk committee to review the risk management progress and maturity of the company, the effectiveness of risk management activities, the key risks facing the company and the responses to address these key risks.
17. The board may assign this responsibility to the audit committee. However, this should be done with careful consideration to the resources available to the audit committee to adequately deal with risk governance in addition to its audit responsibilities.

18. The risk committee's (or audit committee's) responsibility for risk management should be expressed in its terms of reference.
19. The risk committee (or audit committee) should consider the risk management policy and plan, and should monitor the whole risk management process.
20. Membership of this risk committee should include executive and non-executive directors. Those members of senior management responsible for the various areas of risk management should attend its meetings. Members of the risk committee, taken as a whole, should comprise persons with adequate risk management skills and experience to equip the committee to perform its functions. To supplement its risk management skills and experience, the risk committee may invite independent risk management experts to attend its meetings.
21. The risk committee should have a minimum of three members.
22. The risk committee should convene at least twice per year and individuals reporting to the committee should provide it with sufficient information to effectively discharge its responsibility.
23. Each year, the board should evaluate the risk committee's performance in terms of its composition, mandate and effectiveness.

### ***Management's responsibility for risk management***

#### **Principle 4.4: The board should delegate to management the responsibility to design, implement and monitor the risk management plan**

24. The board's risk strategy should be executed by management in accordance with the board-approved risk management policy and plan. The roles and responsibilities for risk management in the company should be addressed in the policy and plan.
25. Management is accountable to the board for designing, implementing and monitoring the system and process of risk management and integrating it into the day-to-day activities of the company. The board should ensure that organisational structures and resources provide for appropriate execution of risk management processes. The board should also provide management with other necessary support to enable it to execute its duties and responsibilities as outlined in the risk policy and plan.
26. The board's delegation of authority to management should incorporate risk management requirements. Management should give effect to risk management in operations in substance and form.
27. Although the CEO may appoint a chief risk officer (CRO) to assist with the execution of the risk management process, the accountability to the board remains with the CEO. There should be an appreciation that execution of risk management does not reside in one individual but requires an inclusive team-based approach for effective application across the company.
28. The CRO should be a suitably experienced person who should have access to, and interact regularly on, strategic risk matters with the board and appropriate board committee and executive management.
29. The board should satisfy itself that insurance, indemnification and remuneration practices do not prejudice risk management decision-making.

30. Risk management should be intrusive: its methodology and techniques should be embedded within strategy setting, planning, and business processes to safeguard performance and sustainability. The rigours of risk management should provide responses and interventions that strive to create an appropriate balance between risk and reward within the company.

## ***Risk Assessment***

### **Principle 4.5: The board should ensure that risk assessments are performed on a continual basis**

31. The board should ensure that the company has and maintains an effective ongoing risk assessment process, consisting of risk identification, risk quantification and risk evaluation. This risk assessment process (using a generally recognised methodology) should identify risks and opportunities, and measure their potential impact and likelihood.
32. A systematic, documented, formal risk assessment should be conducted at least once a year; and be reviewed, updated and applied. The outputs of risk assessments should provide the board and management with a realistic perspective of the key risks and other material risks that the company faces.
33. Following the risk evaluation process, risks should be prioritised and ranked to focus the responses and interventions on those risks outside the board's risk tolerance limits.
34. Risk assessments produce the required information for the ensuing risk management responses and interventions. Therefore, it is critical that the risk assessment process is comprehensive, accurate, thorough and complete. Risk assessments should not rely only on the perceptions of a group of managers. Risk assessments should include the use of data analysis, business indicators, market information, loss data, scenario planning and portfolio analysis.
35. Risk assessments should not adopt a conceptual view or limit itself to a fixed list of risk categories. Risk assessment is most effective when it is directed towards a strategic or business objective. In order to achieve this, the risk assessment process should involve the consideration of risks affecting the various income streams, the critical business processes, critical dependencies of the business, the sustainability dimensions of the business, and the legitimate interests and expectations of stakeholders.
36. Risk assessments should adopt a top-down approach, but should not be limited to strategic and high-end risks only. Operational risk management should form part of the risk management plan. Therefore, the risk assessment process should impact all operational levels.
37. The board should regularly receive and review a register of the company's key risks. It is important that the risk information presented to the board includes a profile of aggregated risks, correlated risks and risk concentrations.
38. The board should ensure that particular attention is focussed on those risks that may negatively impact the long-term sustainability of the company.
39. To ensure timely and adequate responses to the company's sustainability risks, the board should regularly receive and review a risk register on the company's sustainability risks. The company's integrated report should include key sustainability risks, and responses to these risks and residual sustainability risks.

40. The board should ensure that key risks are quantified where practicable.

**Principle 4.6: The board should ensure that frameworks and methodologies are implemented to increase the probability of anticipating unpredictable risks**

41. Failure to anticipate and react to risks can have catastrophic impact on the company. This includes risks that are systematic (whether local, regional or global), for example, the global credit crunch of 2008 and 2009, as well as risks that are normally considered to be unpredictable. The board should ensure that the frameworks and processes in place to assist in anticipating these risks, have the following characteristics:
- 41.1. *Insight*: the ability to identify the cause of the risk, where there are multiple causes or root causes that are not immediately obvious.
  - 41.2. *Information*: comprehensive information about all aspects of risks and risk sources, especially of financial risks.
  - 41.3. *Incentives*: the ability to separate risk origination and risk ownership ensuring proper due diligence and accountability.
  - 41.4. *Instinct*: the ability to avoid “following the herd” when there are systemic and pervasive risks.
  - 41.5. *Independence*: the ability to view the company independently from its environment.
  - 41.6. *Interconnectivity*: the ability to identify and understand how risks are related, especially when their relatedness might exacerbate the risk.
42. Management should identify and consider different ways that the company can respond to the risks identified during the risk assessment process. These responses opted for should be noted in the risk register. The options for responses should include:
- 42.1. *avoiding* the risk by not starting the activity that creates exposure to the risk;
  - 42.2. *treating, reducing or mitigating* the risk, through improvements to the control environment such as the development of contingencies and business continuity plans. Risk treatment may include methods, procedures, applications, managements systems and the use of appropriate resources that reduce the probability or possible severity of the risk;
  - 42.3. *transferring* the risk exposure, usually to a third party better able to manage the risk, for example through insurance or outsourcing;
  - 42.4. *tolerating or accepting* the risk, where the level of exposure is as low as reasonably practicable or where there are exceptional circumstances;
  - 42.5. *exploiting* the risk, where the exposure represents a potential missed or poorly realised opportunity;
  - 42.6. *terminating* the activity that gives rise to the intolerable risk; and
  - 42.7. *integrating* some or all of the risk responses outlined above.

43. Management should demonstrate to the board that the risk management plan provides for the identification and exploitation of opportunities to improve the performance of the company.
44. In identifying major risk events, management should not only identify the potential negative impact, but should actively identify the positive business opportunities that these risks may give rise to. Where traditionally, risk focus was on the peril side of the risk and trying to minimise it, the focus should also be on the opportunities that are often concealed within defensive risk responses.
45. Enterprise is often described as risk for reward but it may be possible to reduce risk while improving returns. Risk and reward could also have a converse relationship as opposed to the view that reward is in proportion to the measure of risk assumed. To enable the exploitation of the upside of risks (opportunities), the risk management plan should not concentrate only on de-risking responses and interventions.

### ***Risk monitoring***

#### **Principle 4.8: The board should ensure continual risk monitoring by management**

46. The board should ensure that management monitors the risk management plan effectively and continually. In fulfilling its responsibility, the board should ensure that management, among others, performs the following monitoring measures:
  - 46.1. measuring risk management performance against risk indicators; the risk indicators should be periodically reviewed for appropriateness;
  - 46.2. periodically measuring progress against, and deviation from, the risk management plan;
  - 46.3. monitoring changes in the external and internal environment;
  - 46.4. determining the impact of environment changes on the strategic risk profile of the company;
  - 46.5. ensuring that risk responses are effective and efficient in both design and operation;
  - 46.6. tracking implementation of risk responses;
  - 46.7. analysing and learning lessons from changes, trends, successes, failures and events (including near-misses); and
  - 46.8. identifying emerging risks.
47. Responsibilities for monitoring should be clearly defined in the risk management plan.

### ***Risk assurance***

#### **Principle 4.9: The board should receive assurance regarding the effectiveness of the risk management process**

48. Management is accountable to provide the board with assurance that it has implemented and monitored the risk management plan and that it is integrated in the day-to-day activities of the company.

49. Reports from management to the board should provide a balanced assessment of the key risks facing the company and the effectiveness of the ensuing risk responses and interventions. The board should satisfy itself of management's appropriate application of risk management processes and their compliance to risk management policies and procedures. Any significant risk response failings or weaknesses should be disclosed in management's reports to the board, including the impact that they may have had, or may have on the company, and the resultant corrective responses and interventions taken.
50. Management reports to the board should also disclose the processes in place to improve the risk management maturity of the company, as well as the degree to which risk management has been embedded throughout the company.
51. The internal audit function should provide independent assurance in relation to risk management. Internal audit does not assume the functions, systems and processes of risk management, but provides independent assurance to the board on the integrity and robustness of the risk management process.
52. Each year, internal audit should provide a written assessment of the effectiveness of the system internal controls and risk management to the board.
53. External audit may consult with the board risk committee, internal audit and the CRO for an understanding of the company's risk management activities to determine the extent that the external audit process may rely on the integrity of internal financial controls.

### ***Risk disclosure***

#### **Principle 4.10: The board should ensure that there are processes in place enabling comprehensive, timeous, relevant, accurate and accessible risk disclosure to stakeholders**

54. In its statement in the integrated report, the board should disclose for the period under review any undue, unexpected or unusual risks it has taken in the pursuit of reward as well as any material losses and the causes of the losses. This disclosure should be made with due regard to the company's commercially privileged information. In disclosing the material losses, the board should endeavour to quantify and disclose the impact that these losses have on the company and the responses and interventions implemented by the board and management to prevent recurrence of the losses.
55. The board should disclose any current, imminent or envisaged risk that may threaten the long-term sustainability of the company.
56. The board should also disclose its views on the effectiveness of the company's risk management processes in the integrated report.



**MEDIA DEVELOPMENT AND DIVERSITY AGENCY  
COMBINED ASSURANCE PLAN  
JULY 2011**

<b>Key:</b>	CSA	Controlled Self
	:	Assessment
	KPI's	Key Performance Indicators
	HR:	Human Resources
	IT:	Information Technology

														Three Lines of Defense													
														Management				Corporate Functions						Third Party Assurances			
Item no	Description of risk	Inherent risk	Risk type	Mitigating measures	Control Effectiveness	Residual Risk	Reviews	Sign-offs	CSAs	KPIs	CEO	Finance	HR & Corporate Services	IT	Operations	Legal	Other	External Audit	Internal Audit	Specialist Audit	Compliance						
Key Result Area 1: Grant funding																											
1.1	Lack of adequate funds for the print media mandate.	25	Strategic, Political and Financial.	<ul style="list-style-type: none"> <li>Continuous engagement with the print media sector</li> <li>Increased government funding.</li> </ul>	15%	21.25					x									x							
1.2	Under spending on grants.	6	Operational and Financial.	<ul style="list-style-type: none"> <li>Proper planning and adherence to targeted expenditure at Board meetings.</li> <li>Quality presentation of projects to the Board.</li> </ul>	75%	1.5	x	X		x						x											
1.3	Inability of the projects to spend funds as per the contract.	6	Operational, Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> </ul>	40%	3.6	x		x	x					x												

				<ul style="list-style-type: none"> <li>Capacity building at project level.</li> <li>Regular interaction and communication with projects.</li> </ul>																		
1.4	Delay on other partners (e.g. Government Department) to meet their funding obligations.	25	Strategic, Political and Financial.	<ul style="list-style-type: none"> <li>Continuous engagement with the relevant departments with support of the Minister in the Presidency.</li> </ul>	40%	15	x		x											x		
1.5	Receipt of too few applicants due to perceived onerous grants requirements (e.g. tax clearance, audited annual reports, etc) leading to potential legislative non-compliance by MDDA.	3	Operational	<ul style="list-style-type: none"> <li>Workshops with SARS, CIPRO intended to assist projects to understand the regulatory environment governing them and MDDA requirements.</li> </ul>	75%	0.75		x		x										x		
1.6	Exceeding regulatory requirements regarding limits on admin expenses.	6	Strategic and financial	<ul style="list-style-type: none"> <li>Adherence to budget.</li> <li>Tightening controls within finance.</li> <li>More efforts put on fundraising to increase revenue</li> <li>Ongoing review of management accounts on a monthly basis.</li> <li>Continuous oversight by the Accounting Authority.</li> </ul>	90%	0.6					x	x	x							x	x	
1.7	Inappropriate use of MDDA resources.	6	Operational, Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> <li>Projects creates MDDA's dedicated accounts</li> </ul>	75%	1.5		x	x			x									x	x

				<ul style="list-style-type: none"> <li>Tightening up internal controls(Asset register,approval of travel, etc.)</li> <li>Capacity building at project level.</li> <li>Regular interaction and communication with projects.</li> </ul>															
1.8	Beneficiaries and services provider, e.g. mentors, not complying with contractual agreements.	6	Operational, Compliance and Financial.	<ul style="list-style-type: none"> <li>Strengthening monitoring and evaluation.</li> <li>Training beneficiaries and service providers on our and their contractual obligations</li> <li>Capacity building at project level and mentors.</li> <li>Regular interaction and communication with projects and mentors.</li> </ul>	75%	1.5		x	x		x								
1.9	Sustainability of funded projects.	20	Strategic and Political	<ul style="list-style-type: none"> <li>Integrated development approach leading to improved socio-economic conditions of the targeted communities.</li> </ul>	15%	17					x								x
1.10	Lack of social impact by funded projects.	6	Strategic.	<ul style="list-style-type: none"> <li>Social impact study conducted.</li> <li>Supporting the production of relevant content to the communities intended to be served by a particular project (including relevant language).</li> </ul>	60%	2.4		x	x		x								

1.11	Regulatory uncertainty with regards to Community Television.	16	Strategic and Political	<ul style="list-style-type: none"> <li>• Continuous engagement with ICASA and Department of Communications.</li> </ul>	40%	9.6			x								x					
1.12	Fictitious/fronting projects being funded by the MDDA. (Projects which only exist on paper and not on the ground).	6	Operational	<ul style="list-style-type: none"> <li>• Proper and thorough due diligence conducted during site visits prior to presentation of projects to the Board.</li> <li>• Banks confirm the account signatories</li> <li>• Every employee of projects to be registered for tax</li> <li>• Review and analysis of site visits reports by PD.</li> </ul>	75%	1.5											x					
1.13	Poor turnaround time in response to applications and unfair prioritization of projects	12	Reputational	<ul style="list-style-type: none"> <li>• Projects must be registered on PTS</li> <li>• Complaints register and reports tabled at board meetings</li> <li>• List of all applications received (generated from PTS) must be tabled at mock board meetings</li> </ul>	40%	7.2											x					
1.14	Lack of mentorship to ensure skills transfer, capacity building and sustainability of the projects.	9	Operational.	<ul style="list-style-type: none"> <li>• Strengthening the mentorship programme.</li> <li>• Effective monitoring and evaluation.</li> </ul>	60%	3.6			x	x												
1.15	Usage of mentors not accredited by SAQA and SETA.	9	Operational	<ul style="list-style-type: none"> <li>• Strict check on mentors profiles.</li> <li>• Putting proper</li> </ul>	60%	3.6			x	x								x				

				<ul style="list-style-type: none"> <li>accreditation requirements for mentors.</li> <li>Working with MICT SETA.</li> </ul>																
1.16	High staff turnover at project level resulting in a need for ongoing training and capacity building.	25	Strategic and Operational.	<ul style="list-style-type: none"> <li>Continuous training support.</li> <li>Ensuring training strategy and plans exist at project level.</li> <li>Strengthening MDDA.</li> </ul>	40%	15														
							x	x		x										
1.17	Non-usage of the skills and resources acquired through MDDA interventions due to irrelevant people attending training coupled with staff turnover.	9	Operational.	<ul style="list-style-type: none"> <li>Project manager strictly engaging with projects who participate in training and their responsibilities post-training.</li> <li>Working closely and coordinating with other training providers ( NEMISA, DoC, IAJ, etc.)</li> <li>Developing a participant `s training contract (SLA) and signing of participants contracts prior to training.</li> </ul>	60%	3.6														
							x	x	x	x										
Key Result Area 2: Fund raising and resource mobilization																				
2.1	Differing priorities may affect commitments from stakeholders/partners.	6	Strategic	<ul style="list-style-type: none"> <li>Continuous strategic engagement with stakeholders/partners.</li> </ul>	40%	3.6														
2.2	Service Level Agreements with Executive authority not signed.	9	Strategic.	<ul style="list-style-type: none"> <li>SLA with executive authority has been signed.</li> </ul>	75%	2.25														

2.3	Image/Reputation of MDDA in the industry may affect the willingness of stakeholders/partners to engage with the agency.	3	Reputational	<ul style="list-style-type: none"> <li>Information management, controls, staff management and internal and external communication.</li> <li>Adherence to Code of professional conduct and practice.</li> <li>Quarterly reports to funders</li> <li>Stakeholder forums held</li> <li>Managing the business according to best practice in corporate governance.</li> <li>Adherence to the chain of command/protocol and controls.</li> </ul>	90%	0.3	x						x						x		
2.4	Limited budget for communication.	12	Strategic.	<ul style="list-style-type: none"> <li>Prioritise fundraising.</li> </ul>	40%	7.2				x									x		
2.5	Lack of budget for international funding	20	Financial	<ul style="list-style-type: none"> <li>Prioritise fundraising.</li> </ul>	40%	12															
2.6	Insufficient human resource capacity should excess funds be received.	3	Strategic and Financial	<ul style="list-style-type: none"> <li>Review organogram when additional funding is received.</li> <li>Review strategy when additional funding is received</li> </ul>	90%	0.3	x		x	x	x										
Key Result Area 3: Research, knowledge management, monitoring and evaluation																					
3.1	Non-utilization of research outcomes and recommendations.	6	Strategic and Operational.	<ul style="list-style-type: none"> <li>Research outcomes and recommendations tabled and discussed at strategic planning sessions</li> </ul>	75%	1.5			x					x							









**MDDA Board Strategic Session in progress**

## 10. SERVICE DELIVERY IMPROVEMENT PROGRAM

The MDDA service delivery program is guided by its value statements and its commitment to the Batho Pele Principles. These values amongst others include the MDDA commitment to integrity, professionalism, commitment and transparency.

The following project cycle is in line with the objectives of the Agency. The matrix below illustrates the project cycle stages, the major activities of each stage, and the key responsibilities assigned to each stage. The effectiveness of the proposed grant cycle is dependent on the PTS upgrade. Filing is centralized and the Project Team Administrator (PTA) is responsible for maintaining all files.

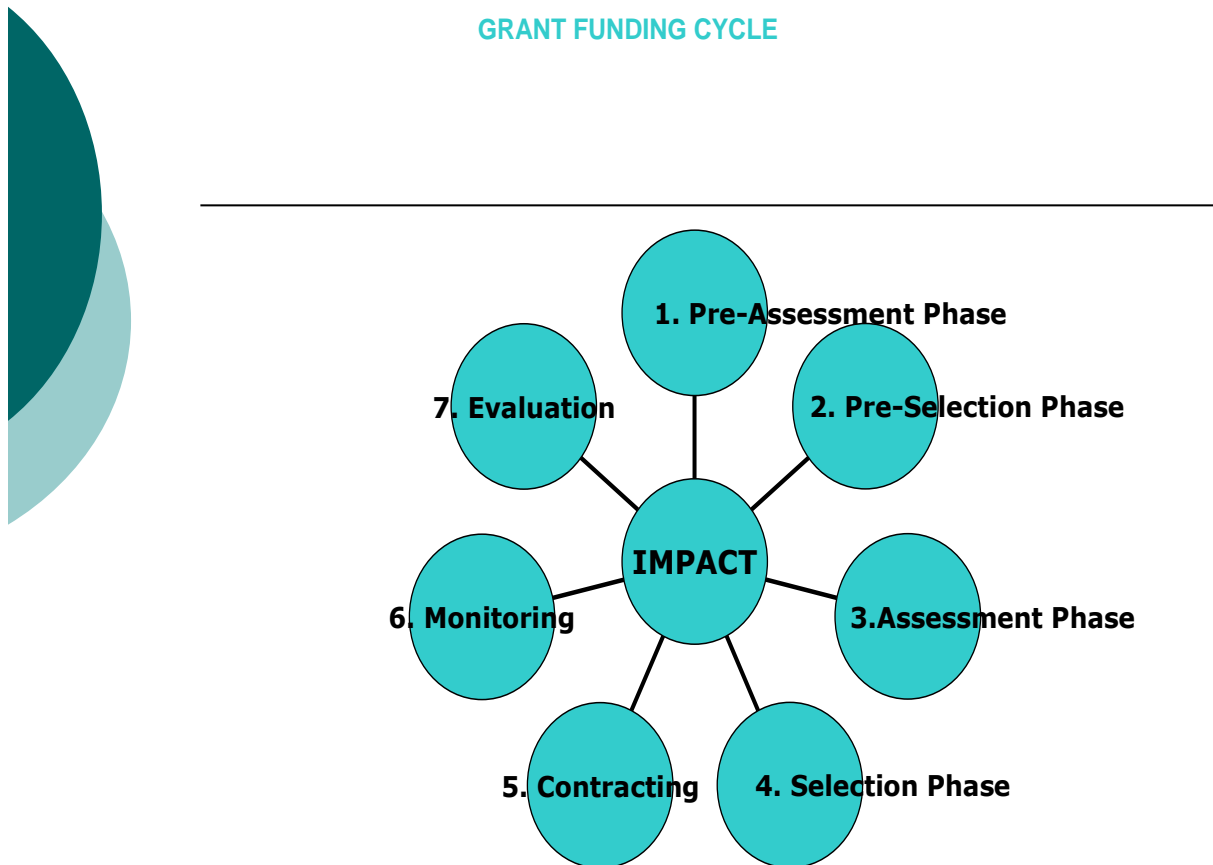
***The project cycle stages are as follows:***

1. Application
2. Registry
3. Pre-Screening
4. Screening
5. Assessments / site visits
6. Board Approval
7. Mentor Selection
8. Contracting
9. Release of 1<sup>st</sup> Tranche
10. Interim Report
11. Monthly reporting(ongoing process)
12. Monitoring & Compliance Audit
13. Release of 2<sup>nd</sup> Tranche
14. Final Monitoring
15. Project Closure
16. Evaluation
17. Impact Assessment

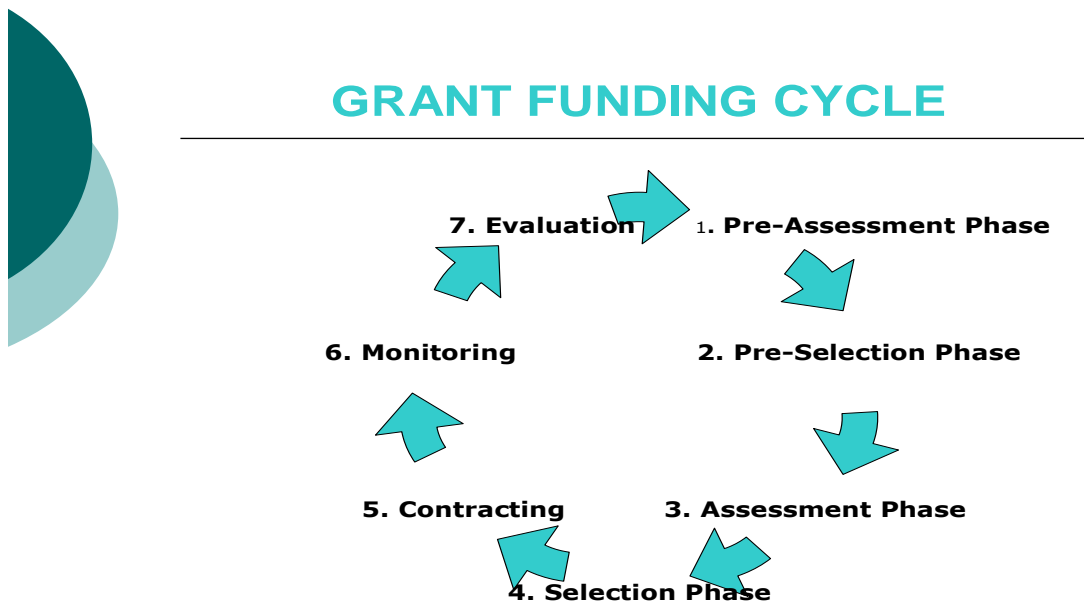
## 10.1 Grant funding cycle

At the operational level, the service delivery process will be through the MDDA grant funding cycle illustrated in fig 1 below:

**Fig1: Grant Funding Cycle**



**Fig2: Grant Funding Cycle Expanded**



3

**(a) Pre-assessment phase**

The pre-assessment phase of the cycle consists of the definition of criteria for the assessment of project which defines what projects would qualify for assistance from the MDDA as well as calling for proposals. This stage is managed primarily by the Project Director and the Research & Development Program Manager.

**(b) Pre-selection phase**

Key activities for this phase include; the registration of new applications received, completing the project checklist, following up outstanding, information, completion of the application, recording the projects on the Project Tracking System (PTS), sending of acknowledgement letters and passing projects onto the Project Director and the Project Director sending same to the Project Managers. The main person who is involved at this stage is the Project Administrator.

The Project Managers would upon receipt of the applications, read the applications, evaluate them against MDDA criteria and regulations, complete the Initial screening form and prepare presentation to the Pre-Selection Panel.

The panel then consisting of the Project Managers and the Project Director convenes and undertakes the initial screening of the applications to determine their likely chances of success. Applications are then classified into the following categories: Strong applications that are likely to be approved by the Board, Weak applications that need more information, those to be rejected out right because they do not fall within the mandate of the MDDA and those that need mentoring and a feasibility assessment.

**(c) Assessment and selection phase**

In this phase, a questionnaire is refined for a site visit to the projects and a site visit is undertaken. The critical elements that are assessed in the site visit are issues of:

- Governance
- Financial Management and systems
- Policies and procedures
- Community Participation (community media)
- Research experience and methodology (research)
- Sustainability

The projects are then given time (approximately 1 Week) to address any gaps that are identified.

**(d) Selection phase**

In the selection phase, the Program Manager completes a Project Justification report, completes memos for submission, and participates in a Mock Board meeting, revises the submission and submits same to the board.

**(e) Contracting**

Should the project be rejected a letter of rejection is sent. Should the project be approved, an acceptance letter is sent to the project. If it is an approval in principle, the project is informed of the Board's decision and the conditions precedent and the relevant follow-up reports are submitted as and when they are required.

If the Board has approved grant funding the project, the Program Manager develops a contract together with a Schedule of Particulars which outlines the terms of the payment from the MDDA together with the expected outputs and outcomes of the project and the reporting requirements.

If a mentor has been appointed in this phase, the Program Manager, together with the project identifies a Mentor and sends a brief to the mentor, drafts a work-plan and budget for the mentor, contracts with the mentor, designs a mentoring contract for the project. Generally, the project needs are identified and three mentors are identified, reference checked and sent to projects and the projects then choose their Mentor.

Contact is then maintained with the mentor. The Projects Officer then sends a happy/sad letter, a report is sought from the mentor, it is evaluated, finalized and recommendations made to the Project Director, CEO and the Board and the Mentor is paid. ;

#### **(f) Implementation and monitoring phase**

In this phase the following activities are:

- Maintenance of contact with mentors;
- Ensuring the receipt of “happy/sad” letter from projects;
- Seeking report from mentor
- Evaluation of the mentoring report
- Finalization of the monitoring report
- The Generation of payment for mentors; and
- Presenting recommendations to Project Director, CEO, Finance and Operations Committee & Board;

Should the project be rejected a letter of rejection is sent. Should the project be approved, an acceptance letter is sent to the project. If it is an approval in principle, the project is informed of the Board’s decision and the conditions precedent and the relevant follow-up reports are submitted as and when they are required.

#### **(g) Monitoring**

In this phase, project reviews are done and project reports submitted. These will identify areas that need attention. Monitoring visits are conducted and reports are prepared and submitted to the board.

#### **(h) Project Closure**

In this phase the key activities that are involved are: reminding the projects of the need for final reports, receiving and assessing the project financial and narrative reports, forwarding memos to Finance, disbursing of final tranches, closing the project and submitting the final reports to the board.

**(i) Impact assessment phase**

The impact assessment phase includes; the drafting of an evaluation brief; finalizing the evaluation methodology to be used, identifying of a relevant consultant to contract, monitoring compliance with the contract, receiving of a desk top study, assessing the evaluation report, paying the consultant, completing the evaluation sheet, sharing the report with MDDA leadership and incorporating the findings into MDDA strategic planning process.

**Fig3: Detailed Project Management Cycle showing all stages**



## **10.2 Project Tracking System**

The MDDA has invested in a progressive Information and Communications Technology systems called the Project Tracking System generally used in the grant funding environment and is customised for the purposes of the MDDA. This system allows for the storage and updating of information on the status of each project on a regular basis. This improves project management and feedback to MDDA beneficiaries.

# **11. INFORMATION TECHNOLOGY PLAN**

The MDDA has in place a number of IT systems that improve the control environment of the organisation in various areas. At the accounting and financial controls level, the MDDA uses Pastel Accounting software which is supported by Com-com Solutions on a monthly basis and as when the need arises.

At the program level, the Project Tracking System (PTS) is a web based application and is supported by Kids Africa. The PTS will allow the Agency access to information on all funded projects thereby promoting effective and efficient grant making systems and structure.

In the facilities management environment the matrix overleaf sets out MDDAs approach to facilities management and general IT controls.

The Auditor General of SA (AGSA) in its findings in 2010/11 recommended an appointment of a resident IT specialist. Accordingly, the IT Manager position was created and approved by the Board and the position is filled in 2011/12. This will assist ensure that the Agency complies with all the IT requirement and improve its business processes.



## 11.1 GENERAL IT CONTROLS AND FACILITIES MANAGEMENT PLAN

AREA	ACTIVITIES	ACTION DATE
<b>Policies and procedures</b>	<ul style="list-style-type: none"> <li>Board approval of revised IT policies, standards and procedures. These will encompass physical access, logical access, back up and recovery process.</li> </ul>	2012/13
<b>Raising floor in the computer room</b>	<ul style="list-style-type: none"> <li>Investigation on floor raising to establish appropriateness for the MDDA will be conducted given the equipment mounted on the wall and the size of the organisation</li> </ul>	Ongoing
<b>Water detectors in the computer room</b>	<ul style="list-style-type: none"> <li>Investigation on installation of water detectors to establish appropriateness for the MDDA will be conducted given the size of the organisation</li> </ul>	Ongoing
<b>A fire suppression system</b>	<ul style="list-style-type: none"> <li>Investigation on installation of a fire suppression system to establish appropriateness for the MDDA will be conducted given the size of the organisation</li> <li>Fire extinguishers are in place</li> </ul>	Ongoing
<b>Emergency power-off switches inside or outside the computer facility.</b>	<ul style="list-style-type: none"> <li>The USP<sup>4</sup> is already in the server</li> <li>Investigation on the possible procurement of a generator will be undertaken<sup>5</sup>.</li> </ul>	Ongoing
<b>Backup and restore systems</b>	<ul style="list-style-type: none"> <li>A test restore procedure will be implemented and logs printed and stored every 2nd week.</li> </ul>	Ongoing

## 12. INSTITUTIONAL CAPACITY REQUIRED TO IMPLEMENT THE STRATEGY

The Board of the MDDA approved a new organogram in December 2007 as it was operationally very clear that the staff composition as it stood could not sustain the workload that is envisaged in the ensuing period. This has been independently confirmed through both the Bulumko Report<sup>6</sup> (which propose a 32 staff complement) and ICMS Report<sup>7</sup> (which propose a 24 staff complement) Reports.

<sup>4</sup> Uninterrupted Power Supply (UPS) is in place

<sup>5</sup> Given the size of the organisation

<sup>6</sup> Bulumko Corporate Law Advisers & Consultants, Oct. 2006 (page 53)

<sup>7</sup> ICMS Report, Sept. 2006, (page 8-10)

The Agency's staff complement increased from 13 to 22 in the 2009/10 financial year. This was done in order to be progressive and in order to be sustainable and achieve the strategic objectives of the Agency in line with the proposed Human Resources Plan in the matrix overleaf. This is critical to avoid staff fatigue and to ensure that Management focus.

The Delegation of Authority was reviewed, properly streamlined and approved by the Board, in order to ensure that there is proper role definition between the Board and Management to avoid unnecessary conflict. At that time, the following principles were important in determining the proposed structure of the MDDA:

- The maintenance of a limited span of control where a Manager should not be overly spread to manage a wide portfolio which could lead to a compromise in work outputs and standards.
- Role clarity and the avoidance of role confusion where for instance the CFO having to manage the HR functions of the organisation.
- Delegation of authority to the appropriate levels in order to facilitate decision making and to be responsive.
- Consideration for growth in the work and portfolio of grants to be managed by the MDDA. There is a greater demand for project review and monitoring. Failure to manage this might lead to a higher rate of default and poor contract management by Program Managers.
- Separation of functions especially in Finance where procurement, accounting and disbursements for instances were done by one person. This could easily lead to open the organisation up to fraud.
- Consideration for the law (PFMA) which prescribes certain positions and/or portfolios that must be in place e.g. CFO, and Internal Audit.
- Consideration of good corporate governance, which require such position as Board Secretary or Company Secretary.
- Availability of funds.

After reviewing and assessing the organisation, the Board at its July and October 2011 meetings, decided to review the organisational structure. This followed similar concerns raised by the Audit & Risk Committee. 21<sup>st</sup> Century Pay Solutions Group was appointed and its report was discussed by the Board Committee and the Board at its February 2012 meeting. The 21<sup>st</sup> Century Pay Solutions Group proposed design of the Organisational Structure is based on the following principles:

1. Best Practice in the Design and Development of Organisations has been utilised.
  2. The Structure is based on the principle of delivering the mandate on the basis of Plan, Perform and Review of Delivery.
  3. The delivery of Outputs related to the MDDA and its sub-structure Strategic Objectives and Mandate.
  4. The design of an Organisational Value Chain depicting the following key elements.
-

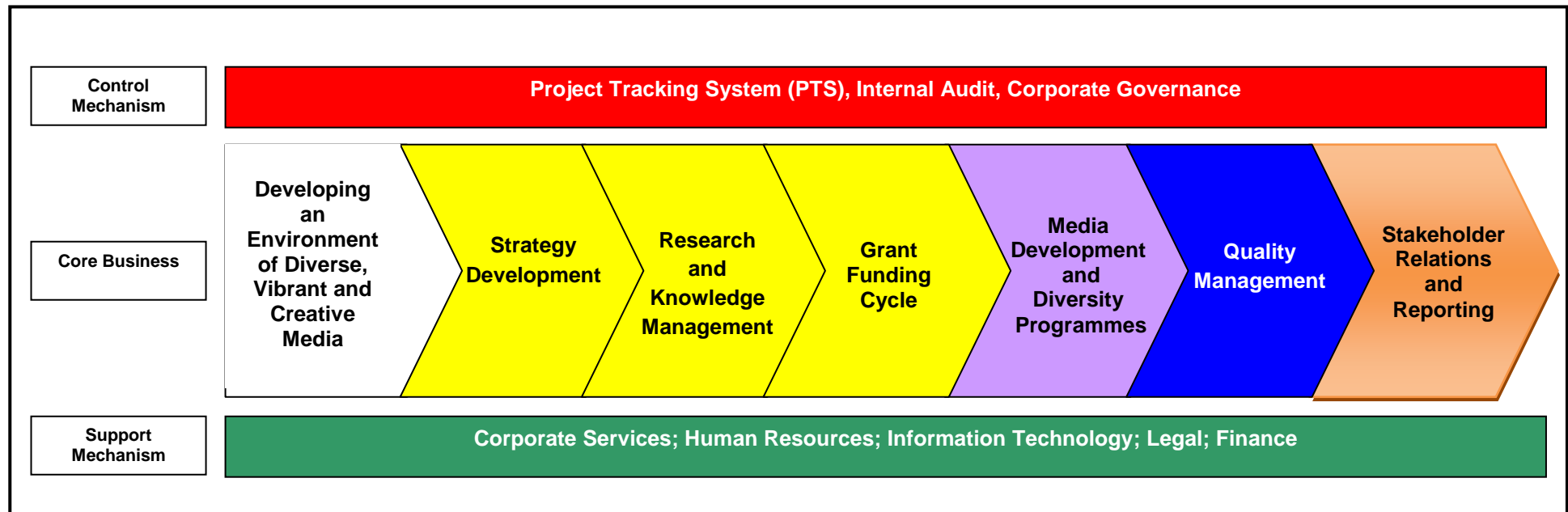
- a. The Core Business Value Chain and the various Unit Requirements within the Core Value Chain.
  - b. The Control Mechanisms that governs and ensures delivery by the MDDA.
  - c. The Support Mechanisms required to enable the MDDA Core Functions in terms of delivery of its Products and Services
-

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## Organisational Value Chain

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The Organisational Value Chain for **Media Development & Diversity Agency** is depicted in Figure 1.1 below



**FIGURE 1.1: MDDA ORGANISATIONAL VALUE CHAIN<sup>8</sup>**

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<sup>8</sup> 21<sup>st</sup> Century Pay Solutions Group

## **Functions within the Value Chain:**

### **1. Corporate Governance**

- Leadership
- Good Governance
- Financial management
- Development of the Organisational Governance Control Systems
- Organisational Policy Development and Vetting of Internal Policies and procedures
- Development of the Organisational Ethical Framework
- Conducting Internal Audit
- Internal controls

### **2. Project Tracking**

- This system allows for the storage and updating of information on the status of each project on a regular basis. This improves project management and feedback to MDDA beneficiaries
- This system provides a grant funding cycle through all the steps from receipt of applications to a Board decision, contract management ,monitoring and evaluation to reporting

### **3. Internal Audit**

- Ensures compliance with the Internal Audit Charters and Audit and Risk Committee decisions.
- Internal controls

### **4. Developing an Environment of Diverse Vibrant and Creative Media**

- Development of Branding and Advertising material and guidelines and ensuring the application thereof
- Management of Exhibitions
- Development of New Business Opportunities and Optimising Existing Business
- Conducting Organisational Training and Development Needs Analysis
- Marketing of the MDDA Product and Service Offerings

### **5. Strategy Development**

- Development of overall MDDA Strategy
- Alignment of Strategy to Legal and Regulatory Environment
- Ensuring alignment of Unit Strategy to the MDDA Strategy
- Implement Grant Funding Strategy and Roadmap
- Strategy Key Result Areas:
  - a) Grant and seed funding
  - b) Quality programming and production in community broadcasting sector
  - c) Fundraising and resource mobilisation
  - d) Research, knowledge management, monitoring and evaluation
  - e) Advocacy for media development and diversity
  - f) Diverse and quality content
  - g) Capacity building interventions for beneficiary organizations and communities, including mentorship.
  - h) Internal business processes
  - i) Communications and public awareness with regard to the sector & the MDDA in general

- j) Partnership & stakeholder management.
- k) Media literacy and culture of reading
- l) Financial management

## **6. Research and Knowledge Management**

- Provision of Research, Qualitative and Quantitative, Services
- Research in Local and International Trends
- Conduct Local and International Benchmarking
- Management of Knowledge for the MDDA including Knowledge Management Systems and Archiving

## **7. Grant Funding Cycle**

- Pre-assessment phase
- Pre-selection phase
- Assessment and selection phase
- Selection phase
- Contracting
- Implementation and monitoring phase
- Monitoring
- Project Closure
- Impact assessment phase

## **8. MDDA beneficiary sectors**

- Small Commercial Media
- Community Media
- Research, Training and Development
- Monitoring and Evaluation

## **9. Quality Management**

- Development of the MDDA Performance Scorecard
- Organisational Performance Management
- Organisational Performance Assessment
- Quality Assurance of Product and Service Delivery

## **10. Finance**

- Management of the MDDA Finance
  - Financial Accounting
  - Financial Control
  - Internal controls
- Management of the Procurement Process
  - Acquisitions
  - Asset Management

## **11. Communications and Branding**

- Public Relations:
    - Implementing public relations policies and strategic programmes aimed at fostering MDDA's corporate image and brand;
-

- Preparing and issuing internal and external stakeholders programmes aimed at sharing relevant and appropriate information with overseas visitors, potential investors and other interested parties to ensure that MDDA's image and brand is maintained and enhanced;
- Planning, facilitating, and co-ordinating of the MDDA group's advertising programmes related to company products and services with the aim to increase awareness and the Groups standing as a good corporate citizen
- Development and implementation of Group communication strategies to be aligned with MDDA strategic aims and objectives – with the aim to enhance public awareness about MDDA's programmes and achievements
- Enhancement Of Corporate Image
  - Corporate branding specifications are communicated and adhered to by all Business and Support Services Units as well as Subsidiaries.
  - A consistent MDDA image is maintained in all public relations activities
  - Speeches and presentations intended for either internal or external audiences are co-ordinated to portray the intended image of the MDDA.
- Media Relations
  - Implementing the Media Relations Policy;
  - Determining media relations training needs by liaising with all Business and Support Services Units as well as Subsidiaries
  - Facilitating appropriate media training to identified company spokespersons to ensure a consistently professional MDDA corporate image;
  - Fostering constructive relations with the media to facilitate MDDA's corporate image;
  - Representing MDDA as the official Company Spokesperson as/and when mandated by the CEO

## **12. Human Resources**

- Management of the MDDA Human Resources
- Development of the MDDA Human Resources
- Provision of Specialised Human Resource Services

## **13. Legal Services**

- Development and Management of Contracts and Agreements
- Provision of Litigation Services
- Provision of Legal Advice to the MDDA

## **14. Information Technology**

- Development of the IT Governance and Security Framework and Systems
- Development and Maintenance of Specialised MDDA Applications
- Provision of IT Maintenance and Support Services
- Provision of IT Infrastructure Maintenance and Support
- Management of IT Projects

## **15. Stakeholder Relations and Reporting**

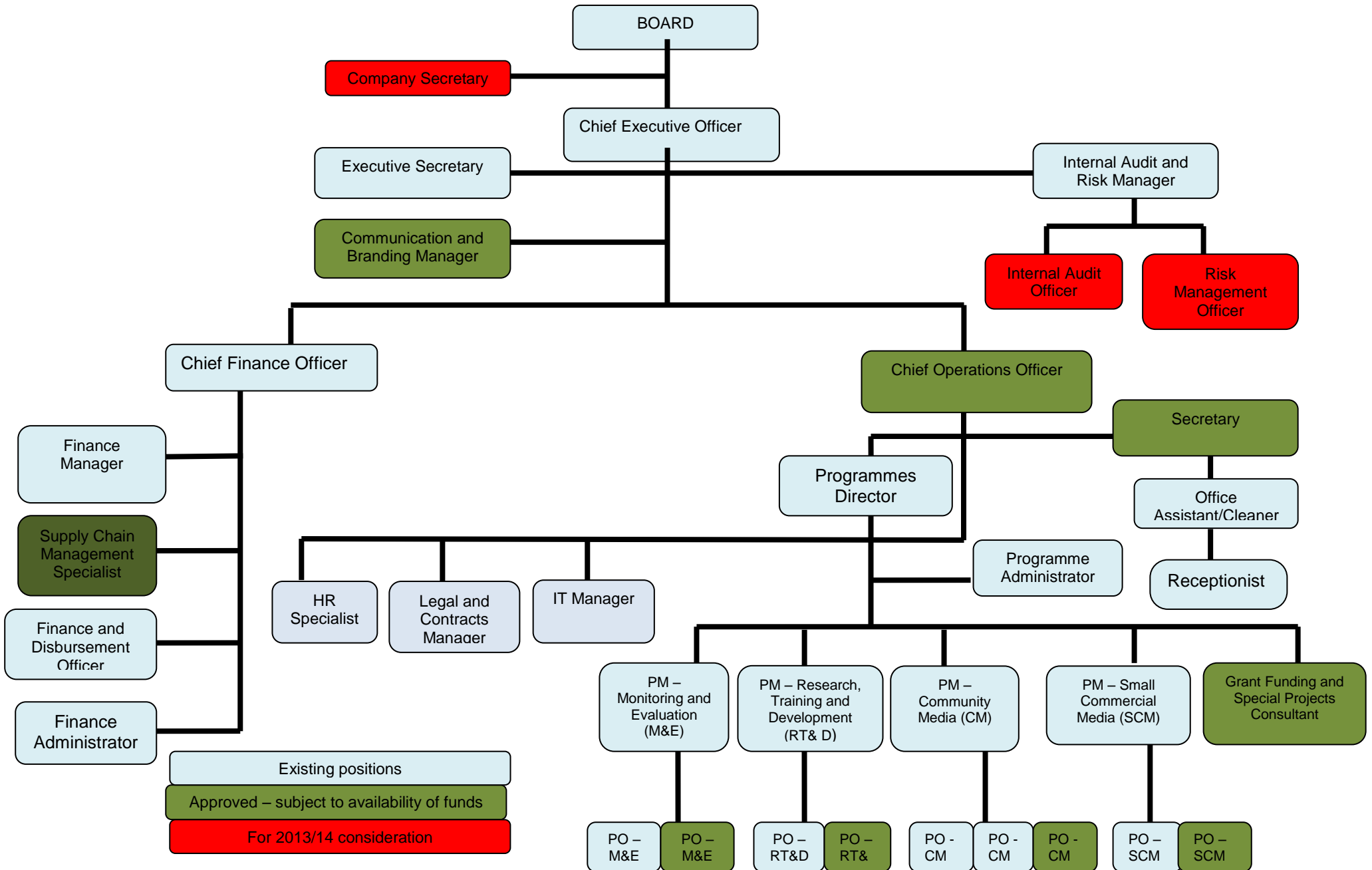
- Develop and implement an integrated stakeholder relations and knowledge management strategy that is aligned to overall MDDA strategy;
  - Develop and maintain strategic relationships with all spheres of government, NGOs and private sector companies;
  - Manage research on products and services and stakeholder relations;
  - Manage stakeholder relations reporting mechanisms
-

## 12. HUMAN RESOURCE PLAN FOR IMPLEMENTATION OF ITS STRATEGIC FOCUS 2012-2015

Established posts		Positions filled		
Position	Number of positions	Year 1: 2012/2013	Year 2: 2013/2014	Year 3: 2014/2015
1) Chief Executive Officer	1	1	1	1
2) Chief Financial Officer	1	1	1	1
3) Chief Operations Officer	1	1	1	1
4) Program Director	1	1	1	1
5) Legal and Contract Management	1	1	1	1
6) Finance Manager	1	1	1	1
7) HR Specialist	1	1	1	1
8) Supply Chain Management Specialist	1	1	1	1
9) IT Manager	1	1	1	1
10) Communications & Branding Manager	1	1	1	1
11) Internal Auditor and Risk Manager	1	1	1	1
12) Risk Officer	1			1
13) Internal Audit Officer	1			1
14) Company Secretary	1			1
15) Program Manager	4	4	4	4
16) Grant Funding & Special Projects Consultant	1	1	1	1
17) Project Officer	9	6	9	9
18) Financial Administration	1	1	1	1
19) Finance and Disbursement Officer	1	1	1	1
20) Receptionist	1	1	1	1
21) Office Assistant and Cleaner	1	1	1	1
22) Executive Secretary (CEO's office)	1	1	1	1
23) Admin Assistant/Secretary	3	1	1	1
<b>Total staff complement</b>	<b>36</b>	<b>28</b>	<b>31</b>	<b>34</b>



# Approved Structure – 23 February 2012



## 14. FINANCIAL IMPLICATIONS AND BUDGET FOR THE PERIOD 2012-2015

The budgets for the period are Appendix 1 of this document. The budget is in accordance with the National Treasury's published Estimates of National Expenditure 2011.

## 15. REPORTING

In accordance with National Treasury Regulation (Notice number 29644 of 20 February 2007) and in accordance to the Service Level Agreement between the Executive Authority and the Accounting Authority below is the detail of specific plans for reporting to some of the various institutional frameworks that govern the MDDA:

INSTITUTION	REPORT AREA	FREQUENCY
<b>MDDA Board</b>	<ul style="list-style-type: none"> <li>• General</li> <li>• Strategic and business plan</li> <li>• Annual report</li> </ul>	Quarterly meetings  February/March annually May/June Annually
<b>Executive Authority</b>	<ul style="list-style-type: none"> <li>• Statutory functions</li> <li>• Strategic and business plan</li> <li>• Annual report</li> </ul>	Quarterly
<b>GCIS</b>	<ul style="list-style-type: none"> <li>• Administratively</li> <li>• MTEF</li> </ul>	Quarterly July/August Annually
<b>Auditor General</b>	<ul style="list-style-type: none"> <li>• Auditing</li> </ul>	Annually
<b>Parliament</b>	<ul style="list-style-type: none"> <li>• Strategic and business plan</li> <li>• Annual Report</li> </ul>	March annually July/August Annually
<b>Funders (Broadcast and Print Media)</b>	<ul style="list-style-type: none"> <li>• General</li> <li>• Projects</li> </ul>	Quarterly

## 16. PERFORMANCE INFORMATION REPORTING – FINANCIAL YEAR 2013/14

Below is the Performance Information Report as is required in terms of Treasury Regulations and Section 55 (2) (a) of the PFMA. The objectives are measurable and aligned to the Budget. This assists the Accounting Authority (the Board) in its additional responsibility to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Agency.

Accordingly, this Performance Information Report is a subject matter / agenda item of every Board and Executive Management meeting in line with the regulatory requirements, good corporate governance and proper oversight. This ensures that the Agency complies with the requirements of Auditor General's audit finding in terms of Section 20(2) (c) of the Public Audits Act No. 25 of 2004 on the reported information relating to performance against predetermined objectives.

### KEY RESULT AREA 1: GRANT AND SEED FUNDING

#### STRATEGIC OBJECTIVE:

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
<ul style="list-style-type: none"> <li>- Prepare calls for applications</li> <li>- Conduct project assessment including site visits.</li> <li>- Prepare and submit project reports</li> <li>- Select projects and submit for board approval</li> <li>- Enter project grant agreements</li> <li>- Disburse grants</li> <li>- Prepare reports on grant funding activity</li> </ul>	Grant funding for community radio	1	5 small commercial newspapers and 1 magazine	5 small commercial newspapers and 1 magazine	5 small commercial newspapers and 1 magazine (targets unchanged due to annual decrease in print funding)	March 2014			R 5 787 466

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
<ul style="list-style-type: none"> <li>- Prepare calls for applications</li> <li>- Conduct project assessment including site visits.</li> <li>- Select projects and submit for board approval</li> <li>- Enter project grant agreements</li> <li>- Disburse grants</li> <li>- Prepare reports on grant funding activity</li> <li>- Prepare and submit project reports</li> </ul>	Grant funding for community radio	1	8 community radio projects funded in 8 District Municipalities	8 community radio projects funded in 8 District Municipalities	8 community radio projects funded in 8 District Municipalities	Oct 2013			R 7,070,000
	Grant funding for community newspapers	2	3 community print projects funded in 2 District Municipalities	3 community print projects funded in 2 District Municipalities	3 community print projects funded in 2 District Municipalities	Oct 2013			R 1,010,000
Fund Community Television Initiatives	Grant funding for community television initiatives	3	1 Community Television funded	1 Community Television / Initiative funded	1 Community Television funded	Oct 2013			R 3,030,000
	Grant funding for atypical media	4	4 atypical media projects funded	4 atypical media projects funded	4 atypical media projects funded	Oct 2013			R 1,010,000
Managing NCRF Implementation of Seed Funding	Development support and ensuring sustainability of beneficiary projects	1	Review the grant funding strategy for nodal community radio	10 grant progress report for the supported 10 nodal community radios	Review the grant funding strategy for nodal community radio	Mar 2014			R 50,000
Support for Provincial hubs	Building provincial capacity for co-ordination and developing sustainability	1	2 provincial hubs supported	Provincial hub strategy in place	2 provincial hubs supported	Oct 2013			R 505,000

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
	programmes.							
Student Media Summit	Support for student media	1	1 Student Media funded	1 Student Media funded	1 Student Media funded	Oct 2013		R 252,500
Develop strategy to strengthen content development	Content development	1	Implement the content development strategy	Strategy to strengthen content development.	Implement the content development strategy	Mar 2014		R 100,000
Strategy to engage other stakeholders including institutions of higher learning to assist with Monitoring and Evaluation Processes around their Geographical Location	Building partnerships to support monitoring and evaluation activities	1	5 projects monitored	Stakeholder engagement strategy in place 2011/12	5 projects monitored	March 2014		Opex
Monitor projects	Monitoring and Evaluation Reports	1	50 projects monitored and monitoring reports approved	40 projects monitored 2010/11	50 projects monitored and monitoring reports approved	March 2014		172 200
		2	50 monitoring reports	40 Projects monitored 2010/11	50 monitoring reports	March 2014		
Conduct 40 desktop monitoring		3	40 projects monitored through desktop reviews	30 projects monitored through desktop in 2011	20 projects monitored through desktop reviews	March 2014		
Review monitoring reports from Small Commercial Media and Community Media Unit	Building an integrated monitoring and evaluation process	2	10 reports to be reviewed annually (5 from Small Commercial Media and 5 from Community Media)	Project team received training on M&E	10 reports to be reviewed annually (5 from Small Commercial Media and 5 from Community Media)	March 2014		Opex
Monitor capacity building intervention initiatives and prepare reports	Monitoring and evaluation	1	10 capacity building initiatives monitored	10 capacity building initiatives monitored in 2012/13	10 capacity building initiatives monitored	March 2014		Opex
		2	12 capacity building initiatives reports	10 capacity building initiatives reports	12 capacity building initiatives reports	March 2014		

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Identify areas that projects would require capacity and make recommendation for the required intervention to Research and Training		3	2 reports of projects affected and areas of proposed intervention and records for the training	2 Workshop conducted in 2012/13  2 reports prepared in 2013/12 of projects affected and areas of proposed intervention	2 reports of projects affected and areas of proposed intervention and records for the training	March 2014		
Undertake evaluation of MDDA projects	Ensure beneficiary projects are sustainable	1	1 evaluation report	Evaluation of MDDA processes conducted in 2008/9  1 evaluation report compiled 2012/13	1 evaluation report	March 2014		Opex
Provide, manage and commission research and research grants and applications through the GFC	Research grants	1	3 research grants approved	3 research grant issued in 2012/13	3 research grants approved	December 2013		R 1 mil
Implement training plan	Capacity building and sustainability	1	50 beneficiaries trained	40 beneficiaries trained in 2012/13	50 beneficiaries trained	March 2014		R 500, 000.00
Grow the mentor and training database		2	50 mentors / trainers on database	40 mentors / trainers on database in 2012/13	50 mentors / trainers on database			Opex
Conduct training workshops for beneficiaries on identified capacity issue and needs		3	2 workshop on identified skills gaps involving 60 beneficiaries conducted	1 workshop on financial management involving 30 beneficiaries conducted in 2012/13	2 workshop on identified skills gaps involving 60 beneficiaries conducted	March 2014		R 300, 000.00
Disseminate the Basic Financial Management Guidebook		4	100 Financial Management Guidebooks disseminated	100 Basic Financial Management Guidebook developed and disseminated in 2012/13	100 Financial Management Guidebooks disseminated	November 2013		R 200, 000.00
Facilitate	Use of	6	50 registered	46 registered	50 registered	November		R 200, 000.00

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
accreditation for MDDA trainers	accredited service providers		service providers accredited and recorded in MDDA database	service providers in MDDA database in 2012/13.	service providers accredited and recorded in MDDA database	r 2013		
Update report on the movement of trained people within the sector		1	Updated desktop research.	Updated desktop research on the movement of trained people within the sector undertaken.	Updated desktop research	March 2014		Opex
Maintain database of people trained through MDDA funding		2	Database of trained people updated	Database of trained people on the movement of trained people within the sector undertaken in 2008/9	Database of trained people updated	Ongoing		Opex
Implement Exchange programme	Strengthening and consolidation of beneficiaries	1	2 exchange events are held	1 exchange event in 2007/8 2 exchange events held in 2011/2012	2 exchange events are held	December 2013		R 300, 000.00
Provide support to existing projects	Strengthen, consolidate and ensure viable and sustainable beneficiaries	1	4 small commercial media projects supported for sustainability	4 small commercial media projects supported for sustainability	4 operational small commercial media projects to be supported in different provinces (targets unchanged due to annual decrease in print funding)	March 2014		1 000 000
Provide support to existing projects	Strengthen, consolidate and ensure viable and sustainable beneficiaries	1	3 community media projects supported for sustainability	3 community media projects supported for sustainability in 2010-11	3 community media projects supported for sustainability	Oct 2013		R 909,000
		3	4 community radio projects supported for sustainability	4 community media projects supported for sustainability	4 community radio projects supported for sustainability	Oct 2013		R 1,818,000





**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANC E RESULTS	TIMELINES	ACTUAL	
Develop partnerships with academic institutions and other public institutions	Stakeholder Management	1	2 joint initiatives in media development and diversity undertaken with stakeholders	1 joint initiatives in media development and diversity undertaken with stakeholders in 2011/12	2 joint initiatives in media development and diversity undertaken with stakeholders			R 200, 000.00
Develop partnerships with academic institutions and other public institutions	Stakeholder Management	1	1 joint initiative in media development and diversity undertaken with stakeholders (Seminar on trends of media ownership and control)	Transformation , Gender and Media Dialogue was successfully held with partners, SABC, SAHRC, CGE and ICASA In 2009	1 joint initiative in media development and diversity undertaken with stakeholders (Seminar on trends of media ownership and control)	October 2013 (Press Freedom Day)		Opex
Develop and set up forums/summits with advertising companies to promote small commercial media	Increased advertising revenue for small commercial media	1	Target at least 4 mainstream publications to publish article on the benefits of Marketing toolkit to maximise awareness.	Advertising and marketing summit held in 2007.  Advertising toolkit developed.  Advertising Toolkit launched	Target at least 4 mainstream publications to publish article on the benefits of Marketing toolkit to maximise awareness.	March 2014		Opex
Develop and set up forums/summits with advertising companies to promote small commercial media	Increased advertising revenue for small commercial media	1	2 Advertising and marketing workshop	2 Advertising and marketing workshops held in 2012/13	2 Advertising and marketing workshop	June 2013		R 350, 000.00
Partner with various skills development stakeholders to maximise the benefit of CM & SCM	Develop joint programmes with key stakeholders (IEC, COGTA, DoJ, DoE, etc.)	1	1 stakeholder having a signed MoU with the MDDA	MDDA signed an MoU with AMASA in 2009/10	1 stakeholder having a signed MoU with the MDDA	March 2013		Opex (travel, accommodation and subsistence)

**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
		2	Implement joint training programme (workshop/ seminar, etc) benefiting 30 beneficiaries from the CM & SCM sector	MoU with NEMISA/MICT SETA (2009/10 – 2010/11)  Joint Workshop held with IEC and Community Radio stations in 2009	Implement joint training programme (workshop/ seminar, etc) benefiting 30 beneficiaries from the CM & SCM sector	August 2013			R 200, 000.00
Develop a joint programme with USAASA	Working together for universal service and access in accordance with Chapter 3 of the Constitution Act No. 108 of 1996.	1							
Develop Communication plan to publicise MDDA and USAASA partnership	Publicise MDDA and USAASA partnership and activities to the relevant publics	2							
Develop Communication plan to publicise MDDA and MAPPSETA programme	Publicise MDDA and MAPPSETA programme to the relevant publics	3							
Develop Communication plan to publicise MDDA and ISSETSETA programme		3							
Renew partnership with DoC	Working together and co-ordination in support of community broadcasting	1							
Develop Communication plan to publicise MDDA and DoC programme		2							
Sign MoU with	Create enabling	1							

**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Independent Election Commission (IEC); Department of Justice (DoJ) and DPLG	and supportive environment for MDDA projects	2						
Develop Communication plan to publicise MDDA and IEC programme		3						
Sign MoU with Department of Justice (DoJ) and DCGTA	Create enabling and supportive environment for MDDA projects	1						
Operationalisation of the low interest loan fund	Enabling and operating environment	4	MOU/Agreements with DFI's	Treasury and Cabinet reports on Low interest loan research in place  Business Plan in place.  Meeting with the DTI and DFIs	MOU/Agreements with DFI's	March 2014		Subsistence and travel (R3,250.00)
Develop Communication plan to publicise MDDA and DoJ / DPLG programmes		3						
Partnership with strategic partner organisations with common vision on development (post Media, Culture & Tradition Dialogue in 2012)	Convene a session on media sustainability	1	1 day session convened as part of strategic partnership platforms	Session on media sustainability made at Highway Africa 2008.	1 day session convened as part of strategic partnership platforms	December 2013		R 250, 000.00

**KEY RESULT AREA 3: RESEARCH, KNOWLEDGE MANAGEMENT, MONITORING AND EVALUATION****STRATEGIC OBJECTIVE:**

- To enhance innovation and learning in the sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Maintain a research and knowledge management	Research	1	2 Research reports published	3 Research projects undertaken	2 Research reports published	Jan 2013		R 250, 000.00

<b>STRATEGIC OBJECTIVE:</b>									
• To enhance innovation and learning in the sector									
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
programme									
		2	4 research seminars held involving 20 beneficiaries	4 research projects supported in 2012/13	4 research seminars held involving 20 beneficiaries				
Research report strengthen the Impact assessment and evaluation focusing on the projects, socio-economical impact of MDDA interventions	Social impact evaluation and assessment	1	100 Research report disseminated	100 Research report Disseminated	100 Research report Disseminated	Mar 2014			Opex
Publish an annual journal and monograph series of the state of media development and diversity in S.A.	Promotion of media development and diversity	1	2 Journals published annually	Journal published annually from 2012/13	2 Journals published annually	October 2013			R 200, 000.00
Conduct learning forum with project beneficiaries	Capacity building	1	1 learning forum held for Small Commercial Media	1 learning forum held	1 learning forum held for Small Commercial Media	Jan 2014			R 250 000.00
Conduct learning forum with project beneficiaries	Capacity building	1	1 Learning Forum for 10 community print projects and 15 community broadcast projects.	1 Learning Forum for 10 community print projects and 15 community broadcast projects.	1 Learning Forum for 10 community print projects and 15 community broadcast projects.	Dec 2013		<b>Community Media budget</b>	R 150,000
Conduct learning forum with project beneficiaries	Capacity building	1	1 learning forum held for 40 Small Commercial Media	1 learning forum held for 35 Small Commercial Media 2012/13	1 learning forum held for 40 Small Commercial Media	February 2014			R 320 000. 00 (Training and Research)
Monitor and track legislative and policy issues affecting the media.	Policy and legislative issues	1							

## KEY RESULT AREA 4: ADVOCACY FOR MEDIA DEVELOPMENT AND DIVERSITY

### STRATEGIC OBJECTIVE:

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
<b>Develop strategy for increasing revenue for small commercial and community media sector</b>	<b>Enabling and operating environment</b>	1							
Engage and mobilise support for the MDDA	Enabling and operating environment	1							
Prepare submissions and position papers to ICASA for the review of regulations governing the Community Broadcasting sector.	Regulatory environment	1							
Prepare submissions to the Minister in the Presidency regarding MDDA Act possible amendments.	Legislative environment	1							
Prepare submissions to the Parliament regarding MDDA Act possible amendments.	Legislative environment	1							
Partnership with MAC Charter Council process and AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	5% or Rand increase in advertising revenue for small commercial and community media	Strengthened relations with AMASA, CAPRO, GCIS & GEPPF - Media Buyers, Brand Managers & other stakeholders (ADS24, SAMDEF, PORTAL) for Small Commercial Media	5% or Rand increase in advertising revenue for small commercial and community media	Sept 2013			Subsistence and travel (R 30,018.00)
Implement strategy for increasing revenue for small commercial and community media sector	Enabling and operating environment	1	Strategy to increase revenue implemented	Strengthen relations with AMASA	Lobby Media Buyers for Small Commercial Media	September 2013			Opex
Develop partnership with MAC Charter Council process and AMASA in order to	Enabling and operating environment	1	1 Advertising and marketing workshop	1 Advertising and marketing workshops held	1 Advertising and marketing workshop	March 2014			R 100, 000.00

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
lobby advertising and marketing industry								
Partnership with AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	MOU with AMASA in place	MoU with AMASA in place	MOU with AMASA in place	March 2014		Opex
Advertising training programme with AMASA	Enabling and operating environment	2	10 people trained through AMASA programme	15 people trained through AMASA programme	10 people trained through AMASA programme	Jan 2014		R 150, 000.00
Facilitate acquisition of Grassroots Certification from ABC for small commercial and community print projects	Enabling and operating environment	1	Provide support to 10 Small Commercial Media projects to acquire Grassroots Certification	6 Small Commercial Media projects supported	Provide support to 10 Small Commercial Media projects to acquire Grassroots Certification	January 2014		Subsistence and travel (R2,850.00)
Negotiate printing and distribution discounts	Enabling and operating environment	1	5% of discounted rates provided to community and small commercial newspapers for printing and distribution	Agreements with printers and distributors signed	Review and revise MoU/Agreement with printers and distributors  5% of discounted rates provided to community and small commercial newspapers for printing and distribution	March 2014		Subsistence and travel (R 30,018.00)
Partnership with SARS in place	Enabling and operating environment	1						
Discussions with CIPRO and NPO Directorate	Enabling and operating environment	1						
Discussions with SAMRO	Enabling and operating environment	1						
Operationalisation of the low interest loan fund	Enabling and operating environment	1	Business Plan in place	Meetings with the DTI, and interactions with IDT, NEF & KHULA	MOU/Agreements with Development Funding Institutions/D TI	March 2014		Subsistence and travel (R2,850.00)

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Provide support to atypical media and media cooperatives - Targeted and systemic engagement of unions and NGOs - CWU, Labour Media Forum (convened by Patrick Craven), SA Labour Bulletin, Agenda, Media watch NGOs	Support for atypical media	1						
Maintain partnership with the Dept of Education (DoE), COGTA, PMSA, READ and other relevant stakeholders in place	Promote media literacy and culture of reading	1	Maintain partnership with 2 Media Literacy stakeholder	Partnership with Free State municipality	Maintain partnership with 2 Media Literacy stakeholder	November 2013		R 20, 000.00
Appoint independent project assessor to evaluate the previous MDDA Media Literacy projects	Assessment of the previous Media Literacy Summits & Trainings	1	An assessment of the MDDA Media Literacy project impact and re-visioning	N/E	An assessment of the MDDA Media Literacy project impact and re-visioning	September 2013		R 150, 000.00
Host National Media Literacy Summit	Convene a Media Literacy Summit with Stakeholders	2	Media Literacy Summit held		Media Literacy Summit held	March 2014		R 400, 000.00
		2	Share results with DoE	Results shared with DoE in 2011/12	Share results with DoE			Opex
Convene media assemblies/summits on the role of media per district municipality	Media literacy and culture of reading	1						
Target mainstream media to publish outcomes of the perception survey to relevant audiences	Raising public awareness and building MDDA profile	1	4 newspapers,5 radio shows,3 TV shows covering MDDA work to maximise and increase awareness	Perception survey conducted in 08/09 MDDA covered in various media in 09/10 Bizcommunity, SABC Radio and TV	Increased coverage in both community and commercial media to highlight the work of the MDDA 4 newspapers, 5 radio	March 2014		Opex(Communication budget)

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
					shows,3 TV shows covering MDDA work to increase awareness			
	Building MDDA profile in the public sector, partner with other Gvt Dept and in line with integrated development approach	2	Public sector strategy	Partnerships with DoC,DTI,DCG TA,IEC,GCIS, ECDC	Public sector strategy	March 2014		Opex
Maximise awareness of the MDDA brand	Raising public awareness	1						
Strengthen MDDA presence at provincial level		2	9 provincial activities i.e. media awareness workshops	7 provincial activities i.e. media awareness workshops	9 provincial activities i.e. media awareness workshops	Mar 2014		R 12,000 (Opex) R 28,000 (Other) R 68,722 (Community media)
Conducting seminars throughout different provinces and other similar initiatives, aimed at engaging the public regarding the state of media development and diversity in the country.	Recognition by stakeholders of the role of MDDA in media development and diversity	1						
Develop a communication plan to publicise MDDA programmes in the provinces	Raise MDDA profile in all the provinces	2	2 publications covering articles on the MDDA provincial work to maximise awareness	n/a	2 publications covering articles on the MDDA provincial work to maximise awareness	March 2014	0	Opex
Fundraising and public awareness	Raise public awareness and profile MDDA and its projects	1	2 Presentations at exhibitions	Discussions held with GCIS and a commitment to assistance made by GCIS	2 Presentations at exhibitions	March 2014	0	Opex
Promotion and recognition excellence, in the community media and small commercial	Community Media Awards	1	Community Media Awards held	Community Media Awards held in May 2008	Sanlam /MDDA Local Media Awards held	November 2013	R 700,000.00	Opex (Communication budget)



**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
media sector					in 2010				
Fundraise for Communications Manager	Manage and implement communication strategy	1	100% funds available for implementing a communication strategy	Request submitted to National Treasury	100% funds available for implementing a communication strategy	March 2014		Presentation tabled at National Treasury	National Treasury

## KEY RESULT AREA 5: QUALITY PROGRAMMING AND PRODUCTION IN COMMUNITY BROADCASTING SECTOR

**STRATEGIC OBJECTIVE:**

- To enhance and improve programming, production and build capacity in community broadcasting sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
Programme Production funding (through GFC – both the MDDA Board and FINOPS) <ul style="list-style-type: none"> <li>• Prepare calls for applications</li> <li>• Conduct project assessment</li> <li>• Prepare and submit project reports</li> <li>• Select projects and submit for board approval</li> <li>• Enter project grant agreements</li> <li>• Disburse grants</li> <li>• Prepare reports on grant funding activity</li> </ul>	Grant Funding (PPP)	1	6 community radio stations funded	6 community radio stations to be funded	6 community radio stations to be funded	Oct 2013			R 6,000,000
Research, training and capacity building	Training content generation	1	10 community radio stations provided with support	N/E	10 community radio stations provided with support	Mar 2014			R 165,000
	Research (Audience Research and Community Mapping)	1	Implement Qualitative Study Report Findings	Qualitative Study Report Research on Audience Research &	Implement Qualitative Study Report Findings	Mar 2014			R 220,000

<b>STRATEGIC OBJECTIVE:</b>									
• To enhance and improve programming, production and build capacity in community broadcasting sector									
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
				Community Mapping					
	Programme Production Sector Developments Implemented	1	Implement the programme production sector recommendations	Programme on the implementation of the Programme Production sector conference developed	Implement the programme production sector recommendations	Mar 2014			R 100,000
Promotion, Marketing and sector mobilisation	Community Radio Hubs	1	Implement the hub strategy and programme	Programme to implement the hub strategy developed	Implement the hub strategy and programme	Mar 2014			R 500,000
		3	Implement the hub conference strategy and programme	Programme to implement the recommendations of the hub conference developed	Implement the hub conference strategy and programme	Mar 2014			R 200,000

## KEY RESULT AREA 6: FINANCIAL MANAGEMENT

<b>STRATEGIC OBJECTIVE:</b> To strengthen, grow and protect the MDDA capital base.									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
To maintain the regulated ratio of grant expenditure to capital	Compliance with Regulations	1	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research	Ongoing			R346 933

STRATEGIC OBJECTIVE: To strengthen, grow and protect the MDDA capital base.								
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2012/13 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
					5%, unallocated 10%			
To maintain adequate financial records of the MDDA.	Prudent financial management.	1	0% actual vs budget variance.	Low variance	0% actual vs budget variance.	Ongoing		R2 363 466
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1	Unqualified audit report	Reports up to 2010/11 remained unqualified	Unqualified audit report	Sept 2013		RF302 999
Strengthen financial management capacity	Prudent financial management.	1	3 Training course attended.	3 Training courses attended in 2011/12	3 Training course attended.	Feb 2014		R46 046
To support the Accounting officer as well as senior managers with the processes of monthly forecast	Prudent financial management	1	0% variance	Low variance	0% variance	Ongoing		R154 375
To maintain efficient and effective procurement	Compliance with Regulations – Supply Chain management		100% compliance	100% compliance	100% compliance	Ongoing		R362 143
To monitor National Treasury Regulations	Compliance with Regulations – PFMA, Treasury regulations	1	2 ENE/MTEF submission to Treasury	Treasury submission made on time	2 ENE/MTEF submission to Treasury	July 2013		R42 457
		2	2 submission of annual financial reports to Treasury	Treasury submission made on time	2 submission of annual financial reports to Treasury	August 2013		R50 949

## KEY RESULT AREA 7: INTERNAL BUSINESS PROCESSES

### STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
To improve efficiencies and accountability in the delivery of MDDA	Contract management	1	100% funding based on contracts	Contract management systems in	100% funding based on	Ongoing March		Opex

**STRATEGIC OBJECTIVE:**

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
Programs			100% service provided based on Service Level Agreements	place	contracts  100% service provided based on Service Level Agreements	2014			
To give legal support to all MDDA components including projects and HR	Legal Advice	1	10 legal opinions given,2 agreements drawn for projects  6 Funding agreements reviewed and amended,6 SLA's drawn and amended	11 legal opinions given,64 agreements drawn for projects  9 Funding agreements reviewed and amended,6 SLA's drawn and amended		Ongoing			
To educate especially projects about the terms and conditions of our contracts and compliance thereof.	Legal Advice	1	1 workshopp with all funded projects	Contracts reviewed and signed		Ongoing			
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1	Unqualified audit report	Unqualified audit repor		Ongoing			
To limit operational and consequential risk to the MDDA	Risk Management	1	Top 10 risks and high risk areas within MDDA identified	Progress on identified risk mitigation presented to the Audit and Risk Committe Meetings.Mont hly progress presented to management		Ongoing			Opex
To limit fraud in the MDDA	Fraud Prevention	1	Reviewed Fraud Prevention Plan	Reviewed Fraud Prevention Plan in place	Revised Fraud Prevention plan,which is aligned to King 3	Ongoing			
Revise and develop a Materiality and Significance Framework	Comply with SLA with the Executive	1	Revised Materiality and Significance	Materiality and Significance Framework	Revised Materiality and				

**STRATEGIC OBJECTIVE:**

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANC E RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	Authority		Framework	exist	Significance Framework				
Develop Business Continuity and Disaster Recovery Plan	Comply with SLA with the Executive Authority	1	Revised Business Continuity and Disaster Recovery plan	BCP/DRP exists	Revised Business Continuity and Disaster Recovery plan				Opex
To improve corporate governance	Corporate Governance	1	Revised Corporate Governance checklist  Declarations of interest forms	Compliance kept	Completed corporate governance checklist  Declarations of interest forms				Opex
Revise Declaration of Conflict of Interest Policy		2	Revised policy	Policy exists  Board and Staff members do complete annual declaration of interests checklist	Revised policy	Ongoing			
Revise policies to comply with ongoing changes in PFMA, Treasury Regulations and King 3 Report.		3	Revised policies	Policies reviewed by 2010 to align them with changes to the legislation	Revised Supply Chain and HR and Procedure Manual	Ongoing			Opex
Compliance to Audit Committee requirements as well as SLA with the Executive Authority		4	Audit of committee decisions and SLA	Compliance historically key. Audit of SLA requirement in place and Audit Risk Committee decisions	Audit of Audit Committee decisions and SLA and Audit Committee decisions	March 2014			Opex
To prevent under spending on grants	Internal Audit	1	Regular management meetings dealing with projects, follow up/site visits with projects by Project	M&E Department is set with the strategy and framework already developed  Internal audit	Regular management meetings dealing with projects, follo w up/site visits with projects by Project				

**STRATEGIC OBJECTIVE:**

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
			Managers Strengthening of M&E capacity	strategy on review of projects	Managers Strengthening of M&E capacity through a developed strategy that will ensure that under spending on projects is kept at minimal			
To ensure that the Internal Audit and Risk Management functions are strengthened	Internal Audit capacity strengthening	1	Revise the skills transfer plan	Internal Auditor outsourced. Skills transfer plan in place	Revise the skills transfer plan	Ongoing Skills transfer plan has been incorporated into the revised 3 year strategic audit plan		Opex
To ensure that both the Audit and Risk Committee and Internal Audit Charter are in compliance with various legislations.			Revised Internal Audit and Risk Audit Committee Charters in compliance with King 3	Revised Charters	All charters reviewed to comply with Public Sector and King 3			Opex

**KEY RESULT AREA 8: CUSTOMER PERSPECTIVE**

**STRATEGIC OBJECTIVE:** To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Provide Human Capital Planning system and process to identify current and future skills	Updated Staff Development and Retention	1	60% Implementation of the MDDA Skill Development	Internal Climate Survey 2010	60% Implementation of the MDDA	Ongoing		R169.266.00

<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
requirements , to meet the changing business requirements	Strategy( MDDA Leadership Development Programme, Learnership Programme and Skills Development Plan)		Plan		Skill Development Plan				
	MDDA Leadership Programme	2	02% staff admitted to the programme	Skills Development Act	02% staff admitted to the programme	Ongoing			R197,107.00
	MDDA Learnership programme	3	2 Learners admitted to the programme	Skills Development Act	2 Learners admitted to the programme	Ongoing			R197.107.00
	Equitable, and competitive remuneration of MDDA personnel	4	70% Jobs evaluated and graded	Internal Climate Survey 2010	70% Jobs evaluated and graded	March 2014			R169.266.00
Recruitment and Selection of personnel to achieve the strategic objectives of the MDDA	Filling of vacant positions as per funded MDDA Structure	1	100% staff complement as per funded MDDA Structure	MDDA Structure	100% staff complement as per funded MDDA Structure	Ongoing			R105,085.00
Conduct relationships building sessions with Managers and employees to empower them to resolve grievances, disputes and disciplinary issues	Promote sound Employee Relations within the MDDA and ensure compliance with employment legislation	1	80% resolution of grievances and disputes	Employee Relations prescripts and regulations (Labour Relations Act, Disciplinary Policy and Procedure)	80% resolution of grievances and disputes	Ongoing			Opex
Performance tracking and monitoring to achieve the strategic objectives of the MDDA	Compliance with Performance Management System (PMS)	1	100% performance contracts signed and Performance appraisal conducted and Personal Development	Performance Management Policy	100% performance contracts signed and Performance appraisal	Ongoing			R63 006.00

<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			VARIANCE & REASONS	BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL		
			Plans implemented		sessions conducted and Personal Development Plans implemented				
100% Regulatory / Statutory compliance	Revised Recognition Agreement if there are amendments of the Labour Relations Act and the Provisions of the Agreement	1	Ratified Recognition Agreement by the MDDA and the recognised union	MDDA and NEHAWU signed an agreement of acknowledging NEHAWU as a Recognised Union – July 2009	Ratified Recognition Agreement by the Public Service Coordinating Bargaining Council (PSCBC)	Ongoing			Opex
	Revised Policies	1	(2) revised and approved policies by the HR and REM Committee	All MDDA related HR and Corporate Affairs current policies	(2) revised and approved policies by the HR and REM Committee	Ongoing			Opex
Provide a Wellness Programme to MDDA employees to enhance their Performance and improve staff moral	Health and Safety Wellness Clinics	1	01 Health and Wellness Clinics conducted	Health and Wellness Clinics conducted in 2010/	01 Health and Wellness Clinics conducted	Ongoing			R8 434.00
Strengthening of the MDDA Information Management System	Approved Information Management system by the Board	1	100% Accuracy of Information Management Systems	Existing Information Management Policy	100% Accuracy of Information Management Systems	March 2014			Opex
Updating of Service Providers data base and gathering of service providers business particulars	To ensure that the procurement of goods and services is done in an equitable, fair and	1	50% increase of service providers registered on the MDDA data base	Existing Service Providers data base	50% increase of service providers registered on the MDDA data	Ongoing			Opex



<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	transparent manner				base				
Upgrading of the Resource Centre	Access to MDDA and stakeholders information	1	updated resource centre register	MDDA Resource Centre	updated resource centre register	Ongoing			R66,000.00
Maintain real time filling , archiving and information management system	Compliance with National Archives requirements	1	100% Accurate records management	Approved Management System by the National Archives	100% Accurate records management	Ongoing			R50,000.00

### Definitions and acronyms:

CTV - Community Television

DM - District Municipalities

0 – activity completed

Ongoing - refers to activities that are either incomplete due a variety of reasons including that the implementation agents include partners outside of the control of the MDDA, to activities which by their very nature are implemented on an ongoing basis.

Opex - Operational budget

KPA – Key Performance Area

KPI – Key Performance Indicator

N/A – Not Applicable

N/E - Not Evaluated

## 17. PERFORMANCE INFORMATION REPORTING – FINANCIAL YEAR 2014/15

Below is the Performance Information Report as is required in terms of Treasury Regulations and Section 55 (2) (a) of the PFMA. The objectives are measurable and aligned to the Budget. This assists the Accounting Authority (the Board) in its additional responsibility to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the Agency.

Accordingly, this Performance Information Report is a subject matter / agenda item of every Board and Executive Management meeting in line with the regulatory requirements, good corporate governance and proper oversight. This ensures that the Agency complies with the requirements of Auditor General's audit finding in terms of Section 20(2) (c) of the Public Audits Act No. 25 of 2004 on the reported information relating to performance against predetermined objectives.

### KEY RESULT AREA 1: GRANT AND SEED FUNDING

#### STRATEGIC OBJECTIVE:

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
<ul style="list-style-type: none"> <li>- Prepare calls for applications</li> <li>- Conduct project assessment including site visits.</li> <li>- Prepare and submit project reports</li> <li>- Select projects and submit for board approval</li> <li>- Enter project grant agreements</li> <li>- Disburse grants</li> <li>- Prepare reports on grant funding activity</li> </ul>	Grant funding for community radio	1	5 small commercial newspapers and 1 magazine	5 small commercial newspapers and 1 magazine	5 small commercial newspapers and 1 magazine <b>(targets unchanged due to decrease in annual print funding)</b>	March 2015			R 5 943 009
<ul style="list-style-type: none"> <li>- Prepare calls for applications</li> <li>- Conduct project assessment including site visits.</li> <li>- Select projects and submit for board approval</li> <li>- Enter project grant agreements</li> <li>- Disburse grants</li> <li>- Prepare reports on grant funding activity</li> <li>- Prepare and submit</li> </ul>	Grant funding for community radio	1	10 community radio projects funded in 8 District Municipalities	8 community radio projects funded in 8 District Municipalities	10 community radio projects funded in 8 District Municipalities	Oct 2014			R 7,777,000

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
- project reports								
	Grant funding for community newspapers	2	4 community print projects funded in 2 District Municipalities	3 community print projects funded in 2 District Municipalities	4 community print projects funded in 2 District Municipalities	Oct 2014		R 1,111,000
Fund Community Television Initiatives	Grant funding for community television initiatives	3	1 Community Television funded	1 Community Television / Initiative funded	1 Community Television funded	Oct 2014		R 3,333,000
	Grant funding for atypical media	4	4 atypical media projects funded	4 atypical media projects funded	4 atypical media projects funded	Oct 2014		R 1,111,000
Managing NCRF Implementation of Seed Funding	Development support and ensuring sustainability of beneficiary projects	1	10 Nodal CR supported	Review the grant funding strategy for nodal community radio	10 Nodal CR supported	Oct 2014		R 5,000,000
Support for Provincial hubs	Building provincial capacity for co-ordination and developing sustainability programmes.	1	2 provincial hubs supported	Provincial hub strategy in place	2 provincial hubs supported	Oct 2014		R 505,000
Student Media Summit	Support for student media	1	2 Student Media funded	1 Student Media funded	2 Student Media funded	Oct 2014		R 500,000
Develop strategy to strengthen content development	Content development	1	Evaluate the content development strategy	Implement the content development strategy.	Evaluate the content development strategy	Mar 2015		R 100,000
Monitor projects	Monitoring and Evaluation	1	60 projects monitored and approved monitoring reports	50 projects monitored 2012/13	60 projects monitored and approved monitoring reports	March 2015		180 810
		2	50 monitoring reports	50 Projects monitored 2012/13	50 monitoring reports	March 2015		
Conduct desktop monitoring		3	40 projects monitored through desktop reviews	30 projects monitored through desktop in 2011	40 projects monitored through desktop reviews	March 2015		Opex
Monitor capacity building	Monitoring	1	12 capacity	10 capacity	12 capacity	March		Opex

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
intervention initiatives and prepare reports	and evaluation		building initiatives monitored	building initiatives monitored in 2012/13	building initiatives monitored	2015		
		2	12 capacity building initiatives reports	12 capacity building initiatives reports of 2012/13	12 capacity building initiatives reports	March 2015		
Review monitoring reports from Small Commercial Media and Community Media Unit	Building an integrated monitoring and evaluation process	2	12 reports to be reviewed annually (6 from Small Commercial Media and 6 from Community Media)	Project team received training on M&E 10 monitoring and evaluation reports completed 2012/13	12 reports to be reviewed annually (6 from Small Commercial Media and 6 from Community Media)	March 2015		Opex
Facilitate recommendation feedback sessions	Ensuring that recommendations from monitoring and evaluation are carried out	2	Facilitate 4 recommendation feedback sessions	Facilitate 4 recommendation feedback sessions conducted 2012/13	Facilitate 4 recommendation feedback sessions	March 2015		Opex
Undertake evaluation of MDDA projects	Ensure beneficiary projects are sustainable	1	1 evaluation report	Evaluation of MDDA processes conducted in 2008/9  1 evaluation report compiled 2012/13	1 evaluation report	March 2015		Opex
Provide, manage and commission research and research grants and applications through the GFC	Research grants	1	2 research grants approved	2 research grant issued in 2011/12	2 research grants approved	December 2014		R 1 mil
	Research Seminar	2	1 research seminar held	N/E	1 research seminar held	March 2015		R 250, 000.00
Implement training plan	Capacity building and sustainability	1	50 beneficiaries trained	40 beneficiaries trained in 2011/12	50 beneficiaries trained			R 500, 000.00
Grow the mentor and training database		2	60 mentors / trainers on database	50 mentors / trainers on database in 2011/2012	60 mentors / trainers on database			Opex
Conduct training workshops for beneficiaries on identified		3	2 workshop on financial management	1 workshop on financial management	2 workshop on financial management	March 2015		R 200, 000.00

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
capacity issue and needs			involving 60 beneficiaries conducted	involving 30 beneficiaries conducted in 2011/12	involving 60 beneficiaries conducted			
Disseminate the Basic Financial Management Guidebook		4	1000 Financial Management Guidebooks disseminated	100 Basic Financial Management Guidebook developed and disseminated in 2011/12	1000 Financial Management Guidebooks disseminated	November 2014		R 200, 000.00
Print and disseminate handbooks and toolkits on marketing		5	1000 marketing handbook and toolkits printed and distributed	3000 marketing handbook and toolkit published 2010/11	1000 marketing handbook and toolkits printed and distributed	February 2015		R 200, 000.00
Facilitate accreditation for MDDA trainers	Use of accredited service providers	6	50 registered service providers accredited and recorded in MDDA database	46 registered service providers in MDDA database in 2011/12.	50 registered service providers accredited and recorded in MDDA database	November 2014		R 200, 000.00
Update report on the movement of trained people within the sector		1	Updated desktop research.	Updated desktop research on the movement of trained people within the sector undertaken.	Updated desktop research			Opex
Maintain database of people trained through MDDA funding		2	Database of trained people updated	Database of trained people on the movement of trained people within the sector undertaken in 2008/9	Database of trained people updated	February 2015		Opex
Implement Exchange programme	Strengthening and consolidation of beneficiaries	1						
Provide support to existing projects	Strengthen, consolidate and ensure viable and sustainable	1	4 small commercial media projects supported for sustainability	4 small commercial media projects supported for sustainability	4 operational small commercial media projects to be	March 2015		1 000 000

**STRATEGIC OBJECTIVE:**

- To promote and strengthen the small commercial print and community media sector.
- To strengthen and consolidate beneficiary projects towards sustainability
- Capacity building interventions for beneficiary organisations and communities (including mentorships)

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
	beneficiaries				supported in different provinces (targets altered due to decrease in annual print funding)			
Provide support to existing projects	Strengthen, consolidate and ensure viable and sustainable beneficiaries	1	3 community media projects supported for sustainability	3 community media projects supported for sustainability in 2010-11	3 community media projects supported for sustainability	Oct 2014		<b>R 909,000</b>
		3	3 community radio projects supported for sustainability	4 community radio projects supported for sustainability	3 community radio projects supported for sustainability	Oct 2014		<b>R 1,818,000</b>

**KEY RESULT AREA 2: FUNDRAISING AND RESOURCE MOBILISATION****STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
To increase the level of transfers from MDDA funders.	GCIS and partners transfer	1				March 2015		Opex
To increase and maintain funding revenue streams for the MDDA.	Revenue / income generation	1						Broadcast Service Licensees
		2				March 2015		<b>Opex</b>
To grow the capital base of the MDDA.	Capital growth	1						Broadcast Service Licensees
To increase the number of MAPPSETA contracts	Increased training fund	1				March 2015		

**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
with the MDDA for training services.	and thereby increase skills in the sector								
Implement the MDDA Fund Development Strategy and Plan	Increased funding levels of MDDA programs	1				March 2015			Opex
International fundraising	Increase international fundraising for MDDA	1							R89 564
Develop partnerships with academic institutions and other public institutions	Stakeholder Management	1	1 joint initiatives in media development and diversity undertaken with stakeholders in 2013/14	2 joint initiatives in media development and diversity undertaken with stakeholders in 2010 - 2012	1 joint initiatives in media development and diversity undertaken with stakeholders in 2013/14	March 2015			
Develop partnerships with academic institutions and SABC	Stakeholder Management  Promotion of MDDA and building relations.	1	1 joint initiative in media development and diversity undertaken with stakeholders (Seminar on trends of media ownership and control)	Transformation ,Gender and Media Dialogue was successfully held with partners, SABC, SAHRC, CGE and ICASA In 2009	1 joint initiative in media development and diversity undertaken with stakeholders (Seminar on trends of media ownership and control)	October 2014 (Press Freedom Day)			R 150, 000.00 (opex)
Develop and set up forums/summits with advertising companies to promote small commercial media	Increased advertising revenue for small commercial media	1	2 Advertising and marketing workshop	2 Advertising and marketing workshops held in 2012/13	2 Advertising and marketing workshop	March 2015			R 350, 000.00
Develop a joint programme with USAASA	Working together for universal service and access in accordance with Chapter 3 of the	1							

<b>STRATEGIC OBJECTIVE:</b>									
<ul style="list-style-type: none"> <li>To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries</li> <li>To strengthen relations with MDDA contractual and non-contractual stakeholders</li> </ul>									
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	Constitution Act No. 108 of 1996.								
Develop Communication plan to publicise MDDA and USAASA partnership	Publicise MDDA and USAASA partnership and activities to the relevant publics	2							
Develop Communication plan to publicise MDDA and MAPPSETA programme	Publicise MDDA and MAPPSETA programme to the relevant publics	3							
Develop Communication plan to publicise MDDA and ISSETSETA programme		3							
Renew partnership with DoC	Working together and co-ordination in support of community broadcasting	1							
Develop Communication plan to publicise MDDA and DoC programme		2							
Sign MoU with Independent Election Commission (IEC); Department of Justice (DoJ) and DPLG	Create enabling and supportive environment for MDDA projects	1							
Develop Communication plan to publicise MDDA and IEC programme		3							
Sign MoU with Department of Justice (DoJ) and DCGTA	Create enabling and supportive environment for MDDA projects	1							
Operationalisation of the low interest loan fund	Enabling and operating environment	4	Implementation of the low interest loan strategy in partnership with stakeholder	Treasury and Cabinet reports on Low interest loan research in place  Business Plan in place.  Meeting with the DTI and DFIs	Implementation of the low interest loan strategy in partnership with stakeholder	March 2015			Subsistence and travel (R3,850.00)



**STRATEGIC OBJECTIVE:**

- To strengthen, grow and protect the MDDA capital base; accordingly increase the funding and resource base of the MDDA and its beneficiaries
- To strengthen relations with MDDA contractual and non-contractual stakeholders

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
				MOU/Agreements with DFI's					
Develop Communication plan to publicise MDDA and DoJ / DPLG programmes		3							
Signed MoU with IEC	MoU with IEC	1	Draft MoU  Revised Signing an MoU	Discussions held with IEC (2010/11).	Draft MoU  Revised Signing an MoU	Ongoing			Opex
Partnership with strategic partnership with organisations with common vision on development (post Media, Culture & Tradition Dialogue in 2011)	Convene a session on media sustainability	1	1 day session convened as part of common platform	Session on media sustainability made at common platform.	1 day session convened as part of common platform	December 2014			R 220, 000.00

**KEY RESULT AREA 3: RESEARCH, KNOWLEDGE MANAGEMENT, MONITORING AND EVALUATION****STRATEGIC OBJECTIVE:** To enhance innovation and learning in the sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
Maintain a research and knowledge management programme	Research	1	2 Research reports published	2 Research projects undertaken	2 Research reports published	Jan 2014			R 250, 000.00
	Research Seminar	2	1 research seminars held involving 20 beneficiaries	2 research seminars supported in 2013/14	1 research seminars held involving 20 beneficiaries				R 200, 000.00
Research report strengthen the Impact assessment and evaluation focusing on the projects, socio-economical impact of MDDA interventions	Social impact evaluation and assessment	1	100 Research report disseminated	100 Research report Disseminated	100 Research report Disseminated	Mar 2015			Opex
Publish an annual journal and monograph series of the state of media development and diversity in S.A.	Promotion of media development and diversity	1	1 Journals published annually	Journal published annually from 2011/12	1 Journals published annually	August 2014			Opex
Conduct learning forum with project beneficiaries	Capacity building	1	1 learning forum held with Small	1 learning forum held with Small	1 learning forum held with Small	March 2015			R 250 000.00

<b>STRATEGIC OBJECTIVE:</b> To enhance innovation and learning in the sector								
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS
			Commercial Media	Commercial Media	Commercial Media			
Conduct learning forum with project beneficiaries	Capacity building	1	1 Learning Forum for 20 community print projects And 20 community broadcast projects	1 Learning Forum for 10 community print projects And 15 community broadcast projects	1 Learning Forum for 20 community print projects And 20 community broadcast projects	March 2015		R 350,000
Conduct learning forum with project beneficiaries	Capacity building	1	1 learning forum held for 45 Small Commercial Media	1 learning forum held for 40 Small Commercial Media 2012/13	1 learning forum held for 45 Small Commercial Media	March 2015		R 380 000. 00 (Training and Research)
Maintain a research and knowledge management programme	Research	1	2 Research reports published	2 Research projects undertaken	2 Research reports published	Jan 2015		R 250, 000.00

#### **KEY RESULT AREA 4: ADVOCACY FOR MEDIA DEVELOPMENT AND DIVERSITY**

<b>STRATEGIC OBJECTIVE:</b>								
<ul style="list-style-type: none"> <li>To contribute towards improving the operating environment of the community and small commercial media sectors.</li> <li>To enhance and position the MDDA as a leader in media development and diversity.</li> <li>To promote media literacy and the culture of reading</li> </ul>								
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS
<b>Develop strategy for increasing revenue for small commercial and community media sector</b>	<b>Enabling and operating environment</b>	<b>1</b>						
Engage and mobilise support for the MDDA	Enabling and operating environment	1						
Prepare submissions and position papers to ICASA for the review of regulations governing the Community Broadcasting sector.	Regulatory environment	1						
Prepare submissions to the Minister in the Presidency regarding MDDA Act possible amendments.	Legislative environment	1						
Prepare submissions to the Parliament regarding MDDA Act possible amendments.	Legislative environment	1						

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Partnership with MAC Charter Council process and AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	5% or Rand increase in advertising revenue for small commercial and community media	Strengthened relations with AMASA, CAPRO, GCIS & GEFP - Media Buyers, Brand Managers & other stakeholders (ADS24, SAMDEF, PORTAL) for Small Commercial Media. Building on previous year's 5% gradual increase in revenue as a direct result of MDDA's intervention	5% or Rand increase in advertising revenue for small commercial and community media	March 2015		Subsistence and travel <b>(R 32,018.00)</b>
Develop partnership with MAC Charter Council process and AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	1 national Advertising & Marketing workshop	Advertising & Marketing workshops held in FS, LP, EC, GP	1 national Advertising & Marketing workshop	June 2014		R 200, 000.00
Partnership with AMASA in order to lobby advertising and marketing industry	Enabling and operating environment	1	Revised MOU with AMASA in place	MoU with AMASA in place in 2009	Revised MOU with AMASA in place	November 2014		Opex
Advertising training programme with AMASA	Enabling and operating environment	2	10 people trained through AMASA programme	15 people trained through AMASA programme in 2010/11	10 people trained through AMASA programme	Jan 2015		R 200, 000.00
Facilitate acquisition of Grassroots Certification from ABC for small commercial and community print projects	Enabling and operating environment	1	Revised agreement with ABC about Grassroots Certificate requirements	10 Small Commercial Media projects supported	Revised agreement with ABC about Grassroots Certificate requirements  Provide support to 10	March 2015		Subsistence and travel (R2,850.00)

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
					Small Commercial Media projects to acquire Grassroots Certification			
Negotiate printing and distribution discounts	Enabling and operating environment	1	5% of discounted rates provided to community and small commercial newspapers for printing and distribution	Revised MoU/ Agreements with printers and distributors	5 % discounts provided to community and small commercial newspapers for printing and distribution	March 2015		Subsistence and travel (R 32,018.00)
Partnership with SARS in place	Enabling and operating environment	1						
Discussions with CIPRO and NPO Directorate	Enabling and operating environment	1						
Discussions with SAMRO	Enabling and operating environment	1						
Operationalisation of the low interest loan fund	Enabling and operating environment	1	Business Plan in place	Meetings with the DTI, and interactions with IDT, NEF & KHULA	Implementation of the low interest loan strategy in partnership with stakeholders	March 2015		Subsistence and travel (R2,850.00)
Provide support to atypical media and media cooperatives - Targeted and systemic engagement of unions and NGOs - CWU, Labour Media Forum (convened by Patrick Craven), SA Labour Bulletin, Agenda, Media watch NGOs	Support for atypical media	1						
Maintain partnership with the Dept of Education (DoE), COGTA, PMSA, READ and other relevant stakeholders in place	Promote media literacy and culture of reading	1	Partnership with Mpumalanga Municipality	Partnership with Free State municipality	Partnership with Mpumalanga Municipality	November 2014		R 30, 000.00

<b>STRATEGIC OBJECTIVE:</b>								
<ul style="list-style-type: none"> <li>To contribute towards improving the operating environment of the community and small commercial media sectors.</li> <li>To enhance and position the MDDA as a leader in media development and diversity.</li> <li>To promote media literacy and the culture of reading</li> </ul>								
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS
Convene media assemblies/summits on the role of media per district municipality	Media literacy and culture of reading	1	1 summit held in Mpumalanga	1 summit held in Limpopo	1 summit held in Mpumalanga	March 2015		R 250, 000.00
		2	Share results with DoE	Results shared with DoE in 2011/12	Share results with DoE			Opex
Target mainstream media to publish outcomes of the perception survey to relevant audiences	Raising public awareness and building MDDA profile	1						
	Building MDDA profile in the public sector, partner with other Gvt Dept and in line with integrated development approach	2						
Maximise awareness of the MDDA brand	Raising public awareness	1						
Strengthen MDDA presence at provincial level		2	1 Grantee National Grantee Orientation Workshop  7 provincial road shows on community media awareness	9 provincial activities i.e. media awareness workshops	1 Grantee National Grantee Orientation Workshop  7 provincial road shows on community media awareness	Mar 2015		<b>R 300,000</b>
Conducting seminars throughout different provinces and other similar initiatives, aimed at engaging the public regarding the state of media development and diversity in the country.	Recognition by stakeholders of the role of MDDA in media development and diversity	1						
Develop a communication plan to publicise MDDA programmes in the provinces	Raise MDDA profile in all the provinces	2						
Fundraising and public awareness	Raise public awareness and profile MDDA and its projects	1						
Recognition and	Community	1	Community	Community	Community	Novembe		R 800, 000.00

**STRATEGIC OBJECTIVE:**

- To contribute towards improving the operating environment of the community and small commercial media sectors.
- To enhance and position the MDDA as a leader in media development and diversity.
- To promote media literacy and the culture of reading

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
enhanced profile of community media sector	Media Awards		Media Awards held	Media Awards held in May 2008	Media Awards held	r 2014		
Fundraise for Communications Manager	Manage and implement communication strategy	1						

## KEY RESULT AREA 5: QUALITY PROGRAMMING AND PRODUCTION IN COMMUNITY BROADCASTING SECTOR

**STRATEGIC OBJECTIVE:** To enhance and improve programming, production and build capacity in community broadcasting sector

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
Programme Production funding (through GFC – both the MDDA Board and FINOPS) <ul style="list-style-type: none"> <li>• Prepare calls for applications</li> <li>• Conduct project assessment</li> <li>• Prepare and submit project reports</li> <li>• Select projects and submit for board approval</li> <li>• Enter project grant agreements</li> <li>• Disburse grants</li> <li>• Prepare reports on grant funding activity</li> </ul>	Grant Funding (PPP)	1	10 community radio stations to be funded	6 community radio stations to be funded	10 community radio stations to be funded	Oct 2014		R 12,000,000
Research, training and capacity building	Training content generation	1	15 community radio stations provided with support	10 community radio stations provided with support.	15 community radio stations provided with support	Mar 2015		R 181,500
	Research (Audience Research and Community Mapping)	1	Evaluate the implementation of the Qualitative Study Report	Implement Qualitative Study Report Findings	Evaluate the implementation of the Qualitative Study Report	Dec 2014		R 220,000
	Programme Production Sector Developments	1	Evaluate the Programme Production	Implement the programme production sector	Evaluate the Programme Production	Jan 2015		R 100,000

<b>STRATEGIC OBJECTIVE:</b> To enhance and improve programming, production and build capacity in community broadcasting sector									
ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2013/14 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	Implemented			recommendations					
Promotion, Marketing and sector mobilisation	Community Radio Hubs	3	Impact assessment of the provincial hubs	Implement the hub conference strategy and programme	Impact assessment of the provincial hubs	Mar 2015			R 200,000

## KEY RESULT AREA 6: FINANCIAL MANAGEMENT

<b>STRATEGIC OBJECTIVE:</b> To strengthen, grow and protect the MDDA capital base.									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
To maintain the regulated ratio of grant expenditure to capital	Compliance with Regulations	1	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	25% on admin and 75 % on programs.(Government)  10% on admin and 90 % on programs.(Print & Broadcast)  60% community media, small commercial media 25%, research 5%, unallocated 10%	Ongoing			375 034
To maintain adequate financial records of the MDDA.	Prudent financial management.	1	0% actual vs budget variance.	Low variance	0% actual vs budget variance.	Ongoing			2 456 480
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1	Unqualified audit report	Reports up to 2011/12 remained unqualified	Unqualified audit report	Sept 2014			327 542
Strengthen financial management capacity	Prudent financial management.	1	5 Training course attended.	3 Training courses attended in 2012/13	5 Training course attended.	Feb 2015			49 775
To support the Accounting officer as well as senior managers with	Prudent financial management	1	0% variance	Low variance	0% variance	Ongoing			166 879

STRATEGIC OBJECTIVE: To strengthen, grow and protect the MDDA capital base.									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
the processes of monthly forecast									
To maintain efficient and effective procurement	Compliance with Regulations – Supply Chain management		100% compliance	100% compliance	100% compliance	Ongoing			391 477
To monitor National Treasury Regulations	Compliance with Regulations – PFMA, Treasury regulations	1	2 ENE/MTEF submission to Treasury	Treasury submission made on time	2 ENE/MTEF submission to Treasury	July 2014			45 896
		2	2 submission of annual financial reports to Treasury	Treasury submission made on time	2 submission of annual financial reports to Treasury	August 2014			55 075

## KEY RESULT AREA 7: INTERNAL BUSINESS PROCESSES

### STRATEGIC OBJECTIVE:

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
To improve efficiencies and accountability in the delivery of MDDA Programs	Contract management	1							
To give legal support to all MDDA components including projects and HR	Legal Advice	1							
To educate especially projects about the terms and conditions of our contracts and compliance thereof.	Legal Advice	1							
To ensure a clean audit by the Auditor General.	Unqualified audit reports	1							
To limit operational and consequential risk to the MDDA	Risk Management								
To limit fraud in the MDDA	Fraud Prevention								
Revise and develop a Materiality and Significance Framework	Comply with SLA with the Executive Authority	1							
Develop Business Continuity	Comply with	1							



**STRATEGIC OBJECTIVE:**

- To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact
- To ensure that the identified risks within MDDA business processes are managed to an acceptable level as per the Risk Management strategy.
- To ensure continued compliance with the Executive Authority requirements in terms of the PFMA Act.
- To strengthen the Internal Audit function and the skills transfer from the service provider.

ACTIVITY	KPA / OUTCOMES	KPI NO:	OUTPUT INDICATOR / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
and Disaster Recovery Plan	SLA with the Executive Authority							
To improve corporate governance	Corporate Governance	1						
Revise Declaration of Conflict of Interest Policy		2						
Revise policies to comply with ongoing changes in PFMA, Treasury Regulations and King 3 Report.		3						
Compliance to Audit Committee requirements as well as SLA with the Executive Authority		4						
To prevent under spending on grants	Internal Audit	1						
To ensure that the Internal Audit and Risk Management functions are strengthened	Internal Audit capacity strengthening	1						
To ensure that both the Audit and Risk Committee and Internal Audit Charter are in compliance with various legislations.								

**KEY RESULT AREA 8: CUSTOMER PERSPECTIVE**

**STRATEGIC OBJECTIVE:** To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders

ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET			BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	
To develop Leadership Programmes, focusing on Organisational, Team and Individual Effectiveness	Updated Staff Development and Retention Strategy(MDDA Leadership Development Programme and Skills Development Plan)	1	5% of identified employees to be admitted to the programme	2010 Climate survey	5% of identified employees to be admitted to the programme	March 2014		R277,730.00
	Leamership Programme	2	05 Learners to be admitted to the programme	Skill Development Act	03 Graduates to be admitted to the programme	March 2015		R206,963.00

<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	Equitable, and competitive remuneration of MDDA personnel	3	50% Job evaluated and graded		50% Job evaluated and graded	March 2015			R 277.730.00
Recruitment and Selection of personnel to achieve the strategic objectives of the MDDA	Filling of vacant position as per the funded MDDA structure	1	100% staff complement as per funded MDDA structure	MDDA Structure	100% staff complement as per funded MDDA structure	Ongoing			R110,339.00
Performance tracking and monitoring to achieve the strategic objectives of the MDDA	Compliance with Performance Management System (PMS)	1	100% performance contracts signed and Performance appraisal conducted	Performance Management Policy	100% performance contracts signed and Performance appraisal sessions conducted	Ongoing			R66,469.00
Regulatory / Statutory compliance	Revised Recognition Agreement if there are amendments of the Labour Relations Act and the Provisions of the Agreement	1	Ratified Recognition Agreement with employer and recognised Union by the Employer	Signed Recognition Agreement with Recognised Union representing majority of employees	Ratified Recognition Agreement with the employer and Recognised Union by the employer	When a new union representing majority of employees is formally recognised by the Agency			Opex
	Revised Policies	2	(2) revised and approved policies by the HR and REM Committee	All MDDA related HR and Corporate Affairs current policies	(2) revised and approved policies by the HR and REM Committee	March 2015			
Provide a Wellness Programme to MDDA employees to enhance their performance	Health and Safety Wellness Clinics	1	2 Health and Wellness Clinics provided.	Health and Wellness Clinics provided in 2010	2 Health and Wellness Clinics provided.	Ongoing			R8,856.00
Strengthen /Enhance MDDA Information System/ to achieve the strategic objectives	Provide Systems Application s and Products Software	1	100% accuracy of information	Current MDDA Information Management Systems	100% accuracy of information	Ongoing			R26,000.00
Updating of Service Providers data base and gathering of service providers and business particulars to ensure compliance	Updated Service Providers information and business particulars in line with supply chain management	1	100% Increase of Service Providers registered on the MDDA data base	Existing Service Providers data base	100% Increase of Service Providers registered on the MDDA data base	Ongoing			Opex

<b>STRATEGIC OBJECTIVE:</b> To maintain the image of the MDDA as the performing public institution with government at national, provincial and local spheres and its contractual and non contractual stakeholders									
ACTIVITY	KPA / Outcomes	KPI NO:	Output indicator / KPI'S	BASELINE BENCHMARK	ACTUAL PERFORMANCE AGAINST TARGET				BUDGET
					2014/15 PERFORMANCE RESULTS	TIMELINES	ACTUAL	VARIANCE & REASONS	
	best practices								
Upgrading of the Resource Centre to meet the changing needs of our beneficiaries/employees	Access to MDDA and stakeholders information	1	50% of supported projects publications uploaded to the MDDA website	MDDA Resource Centre	50% of supported projects publications uploaded to the MDDA website	Ongoing			R66 000.00
Maintain real time filling , archiving and information management system	Updated Information Management system	1	100% accurate records management	Updated Information Management system and records in place	100% accurate records management	Ongoing			Opex

### Definitions and acronyms:

CTV - Community Television

DM - District Municipalities

0 – activity completed

Ongoing - refers to activities that are either incomplete due a variety of reasons including that the implementation agents include partners outside of the control of the MDDA, to activities which by their very nature are implemented on an ongoing basis.

Opex - Operational budget

KPA – Key Performance Area

KPI – Key Performance Indicator

N/A – Not Applicable

N/E - Not Evaluated

# APPENDIX 1: FINANCE IMPLICATIONS AND BUDGET FOR THE PERIOD

## 2012 – 2015

BUDGET: 2012/2015 FINANCIAL YEAR

	BUDGET 2012/13	BUDGET 2013/14	BUDGET 2014/15
<b>Operations Statement</b>	<b>R'000</b>	<b>R'000</b>	
<b>INCOME</b>	<b>52 208 059</b>	<b>53 589 331</b>	<b>55 839 013</b>
<b>GRANTS</b>	<b>44 833 687</b>	<b>45 838 687</b>	<b>47 098 687</b>
GCIS	20 000 000	21 000 000	22 260 000
<b>Media Stakeholders</b>			
- Broadcast media	20 833 687	20 838 687	20 838 687
- Print media	4 800 000	4 000 000	4 000 000
<b>Other Income</b>	<b>7374 372</b>	<b>7 750 644</b>	<b>8 740 326</b>
- Interest	5 374 372	5 750 644	6 740 326
- Management and Admin Fees	2 000 000	2 000 000	2 000 000
- Other Income	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>52 208 059</b>	<b>53 589 331</b>	<b>55 839 013</b>
<b>Programme Costs</b>	<b>37 350 318</b>	<b>38 104 818</b>	<b>39 049 818</b>
- Small Commercial	5 454 459	5 610 763	5 819 411
- Community Media	20 813 505	20 889 150	21 124 933
- Research	1 734 459	1 740 763	1 760 411
- Programme Dept costs	5 878 978	6 382 618	6 824 241
- Community Media Awards	700 000	740 000	780 000
- Programme Production costs	0	0	0
- M & E	240 000	310 000	360 000
- Project Tracking System	80 000	90 000	90 000
- Other	2 448 917	2 341 524	2 290 822
<b>Operational Expenses</b>	<b>14 725 141</b>	<b>15 379 013</b>	<b>16 631 695</b>
- Administration Costs	7 372 952	7 574 161	8 273 226
- Board Costs – fees	90 972	90 972	90 972
- Board Costs - chairperson's fees	18 585	18 585	18 585
- Board Costs- travel	221 047	232 099	250 667
- Human Resource Costs	6 743 894	7 215 188	7 725 436
- Depreciation	277 691	248 008	272 809
<b>Capital Expenditure – Capex</b>	<b>132 600</b>	<b>105 500</b>	<b>157 500</b>
<b>DEFICIT/SURPLUS</b>	<b>0</b>	<b>0</b>	<b>0</b>

**MEDIA DEVELOPMENT AND DIVERSITY AGENCY**

**OPEX SUMMARY**

	<b>GRANT INCOME</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
1001/003	GCIS Funding	20 000 000	21 000 000	22 260 000
1002/003	Print Funders	4 000 000	4 000 000	4 000 000
1003/003	Broadcast Funders	20 833 687	20 838 687	20 838 687
1004/003	DoC	0	0	0
	<b>Sub-Total</b>	<b>44 833 687</b>	<b>45 838 687</b>	<b>47 098 687</b>
	<b>OTHER INCOME</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
2750/003	Interest Received	5 374 372	5 750 644	6 740 326
	Management and Admin Fees	2 000 000	2 000 000	2 000 000
	Other Income	0	0	0
	<b>Sub-Total</b>	<b>7 374 372</b>	<b>7 750 644</b>	<b>8 740 326</b>
	<b>TOTAL INCOME</b>	<b>52 208 059</b>	<b>53 589 331</b>	<b>55 839 013</b>

	<b>PROGRAMME COSTS</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
2101/003	Small Commercial	5 454 459	5 610 763	5 819 411
2100/003	Community Media	20 813 505	20 889 150	21 124 933
2102/003	Research	1 734 459	1 740 763	1 760 411
4400/004	Programme Administration Costs	5 878 978	6 382 618	6 824 241
	Community Media Award	700 000	740 000	780 000
2103/003	Other	2 448 917	2 341 524	2 290 822
2200/003	Programme Production Costs	0	0	0
	Monitoring and Evaluation	240 000	310 000	360 000
	Project Tracking System	80 000	90 000	90 000
	<b>Sub-Total</b>	<b>37 350 318</b>	<b>38 104 818</b>	<b>39 049 818</b>

	<b>MDDA BOARD</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
3201/001	Chairpersons' fees	18 585	18 585	18 585
3202/001	Board Members fees	90 972	90 972	90 972
3203/001	Catering Costs	9 499	13 823	14 929
3205/001	Travelling & Subsistence	221 047	232 099	250 667
3207/001	Training	39 837	61 463	61 463
3208/001	Board Strategic Planning	85 579	110 858	119 727
	<b>Sub-Total</b>	<b>465 519</b>	<b>527 800</b>	<b>556 342</b>

	<b>HUMAN RESOURCE COSTS</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
4400/000	Basic Salary	4 899 627	5 237 702	5 614 816
4651/000	Travel Allowance	216 000	216 000	216 000
4413/000	Medical Aid Allowance	119 064	153 048	167 844
4403/000	Provident Fund	890 408	933 073	1 016 253

4410/000	Skills Development Levy	49 534	52 378	56 148
4411/000	UIF Contributions	18 332	19 118	19 176
4414/000	Cell phone Allowance	168 000	168 000	168 000
4415/000	13th Cheque	106 127	121 607	130 320
4412/000	Performance Bonuses	276 802	314 262	336 879
	<b>Sub-Total</b>	<b>6 743 894</b>	<b>7 215 188</b>	<b>7 725 436</b>
	<b>ADMINISTRATION COSTS</b>			
3050/000	Accommodation – Local	220 581	230 647	254 864
3051/000	Accommodation – Foreign	0	0	0
3080/000	Advertising	21 859	22 952	25 362
3060/000	Air Ticket – Local	333 635	350 317	387 100
3061/000	Air Ticket – Foreign	0	0	0
3000/003	Auditing - External	608 015	638 416	705 450
3001/003	Auditing – Internal	391 106	410 661	453 781
3010/003	Audit Committee	43 325	45 491	50 268
3200/003	Bank Charges	29 004	30 454	33 652
3204/000	Casual Wages	20 598	21 628	23 899
3310/002	Communications	716 593	752 423	831 427
3300/000	Computer Expenses	315 536	331 313	366 101
3315/000	Congress/Registration Fees	3 780	2 476	2 736
3311/000	Consumables - Computer	11 061	11 614	12 834
3312/000	Consumables – Equipment	8 712	9 148	10 062
3450/000	Depreciation	277 691	248 008	272 809
3650/000	Electricity & Water	402 399	442 519	488 880
4203/000	Employee Relations	18 847	19 789	21 867
3700/000	Entertainment	6 455	6 777	7 489
3850/000	Insurance	32 745	34 382	37 820
3070/000	International Fundraising	99 302	104 267	115 215
4000/000	Legal Fees	57 746	60 633	67 000
4010/000	Licences	0	0	0
4203/000	Management Services	0	0	0
4420/000	OID - Worksmen Compensation	38 167	40 075	44 083
3800/000	Office - general costs	33 066	34 719	38 365
3400/000	Postal & Courier Services	222 050	233 153	278 678
4201/000	Professional Services	179 681	171 479	185 067
4200/000	Printing and Stationery	235 309	247 074	273 017
4001/000	Recruitment Costs	105 085	110 339	121 925
4354/000	Relocation Expenses – Office	0	25 471	28 145
4355/000	Relocation Expenses – Staff	0	12 714	14 049
4300/000	Rental - Office	1 986 010	1 950 416	2 155 209
4340/000	Repair & Maintenance – Building	19 172	20 131	22 244
4341/000	Repair & Maintenance – Equipment	11 067	11 620	12 840
4350/000	Security	0	0	0
4501/000	Staff training & Development	197 107	206 962	178 693
4502/000	Staff Year-End Function	23 116	24 272	26 820
3250/000	Staff welfare - Teas and Cleaning	33 888	35 582	39 319
4202/000	Strategic Planning	150 515	158 041	174 635

4450/000	Subscriptions	8 821	9 264	10 237
4651/000	Subsistence & Traveling - Local	213 749	224 936	198 002
4600/000	Telephone & Fax	313 965	329 663	361 522
3301/000	Website Hosting & Management	98 502	103 427	114 287
4204/000	Wellness Programme	14 567	15 295	16 901
3316/000	Workshop, Seminars & Conferences	12 901	17 974	19 861
	<b>Sub-Total</b>	<b>7 515 728</b>	<b>7 636 025</b>	<b>8 349 917</b>
	<b>TOTAL EXPENSES</b>	<b>52 075 459</b>	<b>53 483 831</b>	<b>55 681 513</b>

## MEDIA DEVELOPMENT AND DIVERSITY AGENCY

### DEPARMENTAL BUDGET

<b>MDDA BOARD</b>		<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
3201/001	Chairpersons' fees	18 585	18 585	18 585
3202/001	Board Members fees	90 972	90 972	90 972
3203/001	Catering Costs	9 499	13 823	14 929
3205/001	Travelling & Subsistence	221 047	232 099	250 667
3207/001	Training	39 837	61 463	61 463
3208/001	Board Strategic Planning	85 579	110 858	119 727
	<b>TOTAL</b>	<b>465 519</b>	<b>527 800</b>	<b>556 342</b>

<b>OFFICE OF THE CHIEF EXECUTIVE OFFICER</b>		<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>Personnel Costs</b>			
4400/002	Basic Salary	2 112 711	2 258 488	2 421 100
4651/002	Travel Allowance	144 000	144 000	144 000
4413//002	Medical Aid Allowance	119 064	153 048	167 844
4403/002	Provident Fund	406 065	427 752	460 217
4410/002	Skills Development Levy	21 127	22 585	24 211
4411/002	UIF Contributions	5 989	5 989	5 989
4414/002	Cell phone Allowance	72 000	72 000	72 000
4415/002	13th Cheque	23 849	27 672	31 361
4402/002	Performance Bonuses	126 764	135 510	145 256
	<b>Sub-total</b>	<b>3 031 569</b>	<b>3 247 044</b>	<b>3 471 978</b>
	<b>Administration Costs</b>			
3050/002	Accommodation - Local	153 782	161 471	178 426
3051/002	Accommodation - Foreign	0	0	0
3060/002	Air Ticket - Local	172 186	180 795	199 779
3061/002	Air Ticket - Foreign	0	0	0
3000/003	Auditing - External	608 015	638 416	705 450
3000/003	Auditing - Internal	391 106	410 661	453 781
3010/003	Audit Committee	43 325	45 491	50 268

3310/002	Communications	716 593	752 423	831 427
3700/002	Entertainment	6 455	6 777	7 489
3070/002	International Fundraising	99 302	104 267	115 215
4000/002	Legal Fees	57 746	60 633	67 000
4203/002	Management Services	0	0	0
4202/002	Professional Services	21 335	22 402	24 754
4450/002	Subscriptions	4 910	5 156	5 697
4651/000	Subsistence & Traveling	43 349	45 516	50 296
3316/000	Workshop, Seminars & Conferences	6 608	6 938	7 667
	<b>TOTAL</b>	<b>2 324 712</b>	<b>2 440 947</b>	<b>2 2697 247</b>

	<b>FINANCE DEPARTMENT</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>Personnel Costs</b>			
4400/003	Basic salary	1 843 360	1 970 552	2 112 431
4651/003	Travel Allowance	72 000	72 000	72 000
4413/003	Medical Aid Allowance	0	0	0
4403/003	Provident Fund	316 831	340 129	368 107
4410/003	Skills Development Levy	18 971	19 706	21 124
4411/003	Unemployment Insurance Fund	7 487	7 487	7 487
4414/003	Cell phone Allowance	54 000	54 000	54 000
4415/003	13th Cheque	82 278	93 935	98 959
4412/003	Performance Bonuses	93 424	118 233	126 746
	<b>Sub-total</b>	<b>2 488 351</b>	<b>2 676 042</b>	<b>2 860 854</b>
	<b>Administration Costs</b>			
3050/003	Accommodation - Local	10 498	11 022	12 179
3051/003	Accommodation - Foreign	0	0	0
3060/003	Air Ticket - Local	19 348	20 315	22 449
3061/003	Air Ticket - Foreign	0	0	0
3200/003	Bank Charges	29 004	30 454	33 652
3300/003	Computer Expenses	315 536	331 313	366 101
3315/003	Congress/Registration Fees	2 981	1 638	1 810
3304/003	Consumables - Computer	11 061	11 614	12 834
3302/003	Consumables - Equipment	8 712	9 148	10 062
3450/003	Depreciation	277 691	248 008	272 809
3650/003	Electricity & Water	402 399	442 519	488 880
3850/003	Insurance	32 745	34 382	37 820
4701/003	OID - Worksmen Compensation	38 167	40 075	44 083
3400/003	Postal & Courier Services	222 050	233 153	278 678
4201/003	Professional Services	9 080	9 534	10 535
4200/003	Printing and Stationery	235 309	247 074	273 017
4354/003	Relocation Expenses - Office	0	25 471	28 145
4355/003	Relocation Expenses - Staff	0	12 714	14 049
4300/003	Rent - Office incl Parking	1 986 010	1950 416	2 155 209
4340/003	Repair & Maintenance - Building	19 172	20 131	22 244
4341/003	Repair & Maintenance - Equipment	11 067	11 620	12 840
4350/003	Security	0	0	0
4651/003	Subsistence & Traveling - Local	25 936	27 233	30 092



4600/003	Telephone & Fax	313 965	329 663	361 522
3301/003	Website Hosting & Management	98 502	103 427	114 287
3316/003	Workshop, Seminars & Conferences	6 294	6 609	7 303
	<b>TOTAL</b>	<b>4 075 527</b>	<b>4 157 534</b>	<b>4 610 601</b>

	<b>PROGRAMME MANAGEMENT DEPARTMENT</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>Personnel Costs</b>			
4400/004	Basic Salary	4 536 600	4 849 626	5 198 799
4651/004	Travel Allowance	72 000	162 000	162 000
4413/004	Medical Aid Contribution	49 252	54 177	59 595
4403/004	Provident Fund	689 515	731 481	792 986
4410/004	Skills Development Levy	45 381	48 496	51 988
4411/004	Unemployment Insurance Fund	17 968	17 968	17 968
4414/004	Cell phone Allowance	198 000	210 000	210 000
4415/004	13th Cheque	15 973	17 892	18 977
4412/004	Performance Bonuses	254 289	290 978	311 928
	Subsistence & Traveling	0	0	0
	<b>Sub-total</b>	<b>5 878 978</b>	<b>6 382 618</b>	<b>6 824 241</b>
	<b>Administration Costs</b>			
3050/004	Accommodation - Local	47 289	49 653	54 867
3051/004	Accommodation - Foreign	0	0	0
3060/004	Air Ticket - Local	128 657	135 090	149 274
3061/004	Air Ticket - Foreign	0	0	0
3315/004	Congress/Registration Fees	798	838	926
3700/004	Entertainment	0	0	0
4010/004	Licences	0	0	0
4202/004	Management Services	0	0	0
4202/004	Professional Services	0	0	0
4450/004	Subscriptions	1 955	2 055	2 271
4651/004	Subsistence & Traveling	138 434	145 356	110 618
3316/004	Workshop, Seminars & Conferences	0	0	0
	<b>TOTAL</b>	<b>317 133</b>	<b>332 992</b>	<b>317 956</b>

<b>005/000/000</b>	<b>HUMAN RESOURCE AND CORPORATE AFFAIRS DEPT</b>	<b>2012/2013</b>	<b>2013/2014</b>	<b>2014/2015</b>
	<b>Personnel Costs</b>			
4400/005	Basic Salary	943 556	1 008 662	1 081 285
4651/005	Travel Allowance	0	0	0
4413/005	Medical Aid Allowance	0	0	0
4403/005	Provident Fund	167 512	165 192	187 929
4410/005	Skills Development Levy	9 436	10 087	10 813
4411/005	Unemployment Insurance Fund	4 856	5 642	5 700
4414/005	Cell phone Allowance	42 000	42 000	42 000
4415/005	13th Cheque	0	0	0
4402/005	Performance Bonuses	56 614	60 519	64 877

	<b>Sub-total</b>	<b>1 223 974</b>	<b>1 292 102</b>	<b>1 392 604</b>
	<b>Administration Costs</b>			
3050/005	Accommodation - Local	9 012	8 500	9 393
3051/005	Accommodation - Foreign	0	0	0
3080/005	Advertising	21 859	22 952	25 362
3060/005	Air Ticket - Local	13 444	14 116	15 598
3061/005	Air Ticket - Foreign	0	0	0
4700/005	Casual Wages	20 598	21 628	23 899
4203/000	Employee Relations	18 847	19 789	21 867
3800/005	Office - general costs	33 066	34 719	38 365
4001/002	Recruitment costs	105 085	110 339	121 925
4202/005	Professional Services	149 266	189 543	205 028
4501/005	Staff training & Development	197 107	206 962	178 693
4501/002	Staff Year-End Function	23 116	24 272	26 820
3250/005	Staff welfare - Teas, Cleaning, Refreshment and Catering	33 888	35 582	39 319
4204/002	Strategic Planning	150 515	158 041	174 635
4450/005	Subscriptions	1 956	2 054	2 269
4651/005	Subsistence & Traveling - Local	6 030	6 832	6 996
5200/003	Wellness Programme	14 567	15 295	16 901
3316/005	Workshop, Seminars & Conferences	0	4 427	4 892
	<b>TOTAL</b>	<b>798 356</b>	<b>704 552</b>	<b>724 113</b>

<b>MEDIA DEVELOPMENT &amp; DIVERSITY AGENCY</b>
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**ELECTRONIC MEDIA**

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
PRIMEDIA	1 450 000	1 450 000	1 450 000
Multichoice	8 000 000	8 000 000	8 000 000
Mnet	300 000	300 000	300 000
Kagiso Media (East Cost Radio)	300 000	300 000	300 000
Kagiso Media (Jacaranda FM)	470 000	470 000	470 000
E-tv	2 000 000	2 000 000	2 000 000
South African Broadcasting Corporation	7 800 000	7 800 000	7 800 000
AME (Radio Algoa)	135 000	135 000	135 000
AME (OFM)	119 500	119 500	119 500
Kaya FM	-	-	-
Yfm	102 187	102 187	102 187
Capricorn FM	30 000	35 000	35 000
Classic FM	-	-	-
Igagasi FM	50 000	50 000	50 000
Heart FM	77 000	77 000	77 000
	-	-	-
<b>Total</b>	<b>20 833 687</b>	<b>20 838 687</b>	<b>20 838 687</b>

**PRINT MEDIA**

	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
CTP Limited	1 000 000	1 000 000	1 000 000
Independent Newspapers	1 000 000	1 000 000	1 000 000
AVUSA	1 000 000	1 000 000	1 000 000
Media 24	1 000 000	1 000 000	1 000 000
<b>Total</b>	<b>4 000 000</b>	<b>4 000 000</b>	<b>4 000 000</b>

**CAPITAL BUDGET 2011/14**

		<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>SOURCE</b>			
Pastel Payroll - Software	Internal	12 500	12 500	15 500
Computer Equipment - X 4	Internal	40 000	20 000	25 000
Furniture	Internal	40 000	20 000	20 000
Upgrading of server	Internal	40 100	53 000	97 000
<b>TOTAL</b>		<b>132 600</b>	<b>105 500</b>	<b>157 500</b>

**MEDIA DEVELOPMENT & DIVERSITY AGENCY**

		2012/13	2013/14	2014/15
<b>GRANTS</b>		<b>44 833 687</b>	<b>45 838 687</b>	<b>47 098 687</b>
	GCIS	20 000 000	21 000 000	22 260 000
	<b>Media Stakeholders</b>			
	- Broadcast media	20 833 687	20 838 687	20 838 687
	- Print media	4 000 000	4 000 000	4 000 000
		0	0	0
<b>Other Income</b>		7 374 372	7 750 644	8 740 326
	Interest Received	5 374 372	5 750 644	6 740 326
	Management and Admin Fees	2 000 000	2 000 000	2 000 000
<b>APPLICATION OF GRANTS</b>		<b>52 208 059</b>	<b>53 589 331</b>	<b>55 839 013</b>
	<b>Programme Costs</b>			
	<b>Regulations</b>	<b>37 350 318</b>	<b>38 104 818</b>	<b>39 049 818</b>
	<b>75%</b> GCIS	15 000 000	15 750 000	16 695 000
	<b>90%</b> - Broadcast media	18 750 318	18 754 818	18 754 818
	<b>90%</b> - Print media	3 600 000	3 600 000	3 600 000
	<b>Operational &amp; Capital Expenses</b>			
		<b>14 857 741</b>	<b>15 484 513</b>	<b>16 789 195</b>
	<b>25%</b> GCIS	5 000 000	5 250 000	5 250 000
	<b>10%</b> - Broadcast media	2 083 369	2 083 869	2 083 869
	<b>10%</b> - Print media	400 000	400 000	400 000
	<b>100%</b> - Other Income	7 374 372	7 750 644	8 740 326

## Appendix 2 - ACRONYMS

AIP	Association of Independent Publishers
AIPSA	Association of Independent Publishers of South Africa
AoPI	Audit of Performance Information
COMTASK	Communication Task Group, set up in 1996 by the then Deputy President Thabo Mbeki
CR	Community Radio
CTV	Community Television
DC	District Council
DEAT	Department of Environmental Affairs and Tourism
DM	District Municipality
DoC	Department of Communications
DPSA	Department of Public Service Administration
DPLG	Department of Provincial and Local Government
ECA	Electronic Communications Act of 2005
FinOps	Finance and Operations Committee of the Board
GCIS	Government Communication and Information System
GFC	Grant Funding Cycle
HDI	Historically Disadvantaged Individual
IAJ	Institute of the Advancement of Journalism
ICASA	Independent Communications Authority of South Africa
IBA	Independent Broadcasting Authority
ISSETSETA	Information Systems, Electronics and Telecommunications Technologies Sector Education and training Authority
LT	Long Term
MAPPPSETA	Media, Advertising, Publishing, Printing and packaging Sector Education and Training Authority
MNET	Electronic Media Network Limited
MPCC	Multi Purpose Community Centre (now called Thusong Centres)
MT	Medium Term
MTEF	Medium Term Expenditure Framework
NCMF	National Community Media Forum
NCRF	National Community Radio Forum
NEF	National Empowerment Framework
NEMISA	National Electronic Media Institute of South Africa
NFVF	National Film and Video Foundation
NYDA	National Youth Development Agency
NYC	National Youth Commission
PL & R Committee	Policy, Legislative and Regulatory Committee of the Board
PMSA	Print Media Association of South Africa
PTS	Project Tracking System
PSA	Public Service Announcements
REM & HR	Remuneration and Human Resources Committee of the Board
RDP	Reconstruction and Development Programme
SABC	South African Broadcasting Corporation
SAMAF	South African Micro Finance Apex Fund
SAMDEF	Southern African Media Development Fund based in Gaborone
SEDA	Small Enterprise Development Agency
USAASA	Universal Service and Access Agency of South Africa
UYF	Umsobomvu Youth Fund

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## Appendix 3 - GLOSSARY OF TERMS

### BASIC TERMS

### DEFINITION

#### General Terminology

#### **Risk**

Risk can be defined as uncertain future events that could influence, both in a negative and a positive manner, the achievement of an organisation's objectives.

It is the combination of the **probability** of an **event** and its **consequence**.

Note 1: Risk is a condition in which the possibility of loss exists.

Note 2: In some situations, risk arises from the possibility of deviation from the expected outcome or event.

Note 3: Risk arises as much from failing to capture business opportunities when pursuing strategic and operational objectives as it does from a threat that something bad will happen.

#### **Consequence or Impact or Severity**

Outcome of an **event**

Note 1: There can be more than one consequence from one event.

Note 2: Consequences range from positive to negative. However, consequences are always negative for safety aspects.

Note 3: Consequences can be expressed qualitatively or quantitatively.

#### **Probability**

Extent to which the **event** is likely to occur

Note 1: Frequency (the property of an event occurring at intervals) rather than probability (the relative likelihood of an event happening) may be used in describing risk.

Note 2: Degrees of belief about probability can be chosen as classes or ranks, such as rare / unlikely / moderate / likely / almost certain, or incredible / improbable / remote / occasional / probable / frequent.

#### **Event**

Occurrence of a particular set of circumstances

Note 1: The event can be certain or uncertain.

Note 2: The event can be a single occurrence or a series of occurrences.

Note 3: The **probability** associated with the event can be estimated for a given period of time.

<b>Source</b>	Item or activity having a potential for a <b>consequence</b> .
<b>Risk Criteria</b>	Terms of reference by which the significance of <b>risk</b> is assessed.  Note : Risk criteria can include associated costs and benefits, legal and statutory requirements, socio-economic and environmental aspects, the concern of stakeholders, priorities and other inputs to the assessment.
<b>Risk Management</b>	Risk management is "the identification and evaluation of actual and potential risk areas as they pertain to the organisation as a total entity, followed by a process of either avoidance, termination, transfer, tolerance (acceptance), exploitation, or mitigation (treatment)of each risk, or a response that is a combination or integration of the aforementioned".
<b>The Risk Management Process</b>	The Risk Management Process "entails the planning, arranging and controlling of activities and resources to minimise the negative impacts of all risks to levels that can be tolerated by shareowners and other stakeholders whom the Board has identified as relevant to the business of the company, as well as to optimise the opportunities, or positive impacts, of all risks".
<b>Enterprise Risk Management (ERM)</b>	Enterprise Risk Management (ERM) is defined as "comprehensive risk management that allows organisations to identify, prioritise, and effectively manage their crucial risks. An ERM approach integrates risk solutions into all aspects of business practices and decision making processes.

### **Terms Related to People or Organisations Affected by Risk**

**Stakeholder** Any individual, group or organisation that can affect, be affected by, or perceive himself/herself/itself to be affected by a **risk**.

Note 1: The decision maker is also a stakeholder.

**Cost of risk** Costs associated with risks:

- Insurance premiums,
- Self-retained losses (incurred loss),
- Uninsured losses,
- Risk control expenses including safety, security, property conservation, quality control programs, etc.
- Maintenance costs,
- Machinery breakdown costs,
- Consulting charges,
- Training,
- Environmental costs,

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- Administrative costs (internal and external) including risk management department, internal claims staff, fees paid to brokers, risk management consultants, outside claims and loss control services.

**Interested Party** Person or group having an interest in the performance or success of an organisation. Example: Customers, owners, people in an organisation, suppliers, bankers, unions, partners or society.

Note: A group can comprise an organisation, a part thereof, or more than one organisation.

**Risk Perception** Way in which a stakeholder views a risk based on a set of values or concerns.

Note 1: Risk perception depends on the **stakeholder's** needs, issues and knowledge.

Note 2: Risk perception can differ from objective data.

**Risk Communication** Exchange or sharing of information about **risk** between the decision-maker and other **stakeholders**.

Note: The information can relate to the existence, nature, form, probability, severity, acceptability, treatment or other aspects of risk.

### Terms Related to Risk Assessment

**Risk Assessment** Overall process of **risk identification**, **risk quantification** and **risk evaluation** in order to identify potential opportunities or minimise loss.

**Risk Analysis** Systematic use of information to identify **sources** and to estimate the **risk**.

Note 1: Risk analysis provides a basis for **risk evaluation**, **risk treatment** and **risk acceptance**.

Note 2: Information can include historical data, theoretical analysis, informed opinions, and the concerns of **stakeholders**.

**Risk Identification** Process to find, list and characterise elements of risk.

Note 1: Elements can include source or hazard, event, consequence and probability.

Note 2: Risk identification can also reflect the concerns of stakeholders.

**Source Identification** Process to find, list and characterise **sources or root causes**

Note: In the context of safety, source identification is called hazard identification.

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<b>Risk Driver</b>	The technical, programmatic and supportability facets of risk.
<b>Risk Estimation</b>	Process used to assign values to the <b>probability</b> and <b>consequences</b> of a <b>risk</b> .  Note: Risk estimation can consider cost, benefits, the concerns of <b>stakeholders</b> and other variables, as appropriate for <b>risk evaluation</b> .
<b>Risk Evaluation</b>	Process of comparing the estimated <b>risk</b> against given <b>risk criteria</b> to determine the significance of the risk.  Note 1: Risk evaluation may be used to assist in the decision to accept or to treat a risk.

### **Terms Related to Risk Response, Mitigation and Control**

<b>Risk Response</b>	Process of selection and implementation of measures to modify <b>risk</b> .  Note 1: The term “risk treatment” is sometimes used for the measures themselves  Note 2: Risk response measures can include treating, avoiding, optimising, transferring, terminating or retaining risk.
<b>Risk Control</b>	Actions implementing <b>physical risk management</b> decisions.  Note: Risk control may involve monitoring, re-evaluation, and compliance with decisions.
<b>Risk Optimisation</b>	Process, related to a <b>risk</b> to exploit the risk opportunities, minimise the negative and to maximise the positive <b>consequences</b> and their respective <b>probabilities</b> .
<b>Risk Reduction</b>	Actions taken to lessen the <b>probability</b> of negative <b>consequences</b> or both, associated with a <b>risk</b> .
<b>Mitigation</b>	Limitation of any negative <b>consequence</b> of a particular <b>event</b> .
<b>Risk Avoidance</b>	Decision not to become involved in, or action to withdraw from a risk situation.  Note: The decision may be taken based on the result of <b>risk evaluation</b> .
<b>Risk Transfer</b>	Sharing with another party the burden of loss or benefit of gain, for a <b>risk</b> .  Note 1: Legal or statutory requirements can limit, prohibit or mandate the transfer of certain risk.  Note 2: Risk transfer can be carried out through insurance or other agreements.

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	Note 3: Risk transfer can create new risks or modify existing risk.
	Note 4: Relocation of the <b>source</b> is not risk transfer.
<b>Risk Financing</b>	Provision of funds to meet the cost of implementing <b>risk treatment</b> and related costs.
	Note: In some instances, risk financing refers to funding only the financial consequences related to the <b>risk</b> .
<b>Risk Retention</b>	Acceptance of the burden of loss, or benefit of gain, from a particular <b>risk</b> .
	Note 1: Risk retention includes the acceptance of risks that have not been identified.
	Note 2: Risk retention does not include treatments involving insurance, or transfer by other means.
	Note 3: There can be variability in the degree of acceptance and dependence on <b>risk criteria</b> .
<b>Risk Acceptance</b>	Decision to accept a <b>risk</b> .
	Note 1: The verb “to accept” is chosen to convey the idea that acceptance has its basic dictionary meaning.
	Note 2: Risk acceptance depends on <b>risk criteria</b> .
<b>Residual Risk</b>	The level of <b>Risk</b> remaining after <b>risk treatment</b> .
<b>Risk Manager / Group Risk Management / Risk Champion</b>	An employee of who has the <i>primary</i> responsibility for advising on, formulating, overseeing and managing all aspects of an organisation’s <b>risk management system AND</b>
<b>Process Owner</b>	monitors the organisation’s entire risk profile, ensuring that major risks are identified and reported upwards.
<b>Risk Matrix</b>	The structure of numbers of levels of probability and consequences chosen against which to measure risk.
<b>Risk Profile</b>	MDDA, and its regions and functional areas, has an <b>inherent</b> and <b>residual</b> risk profile. These are all the risks faced by the MDDA, ranked according to a <b>risk matrix</b> and indicated graphically on a matrix. The Risk Score may be determined by multiplying the frequency and severity of the risks, where these are indicated.
<b>Risk Appetite</b>	The level of <b>residual risk</b> that the MDDA is prepared or willing to accept without further <b>mitigation</b> action being put in place, or the amount of risk MDDA is willing to accept in pursuit of value.

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Note 1: An organisation's risk appetite will vary from risk to risk.

Note 2: Risk appetite is different from risk bearing capacity

**Risk Bearing Capacity (RBC)**

RBC is a prediction of the enterprise's ability to endure losses and the effect such losses may have on the enterprise's value and /or its ability to continue with its activities.

RBC is a monetary value which is used as a yardstick, measuring the maximum loss the enterprise can endure, without exposing it to the point where its existence and survival is under threat, given an equivalent loss.

**Risk Register**

A formal listing of risks identified, together with the results of the **risk analysis, risk evaluation** procedures together with details of **risk treatment, risk control, risk reduction** plans.

**Key Risks**

Risks which the organisation perceives to be its most significant risks.

**Key Risk Indicators**

A Metric that can be monitored and that has a correlation with one of the risk factors.

Indicators by which key risks can be easily identified.

**Risk Tracking**

The monitoring of key risks over time to determine whether the level of risk is changing.

***"The media and the judiciary are two of the most vital pillars supporting our constitutional democracy. ....The media need the protection of an independent judiciary. The media also benefit from the principle of access to information that is enshrined in the constitution and given life by the rulings of the courts."** Chief Justice Sandile Ngcobo (Chief Justice of South Africa), (Extract from a speech delivered on the 13<sup>th</sup> February 2010 at the General Council of SA National Editors' Forum - SANEF, Cape Town.)*

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