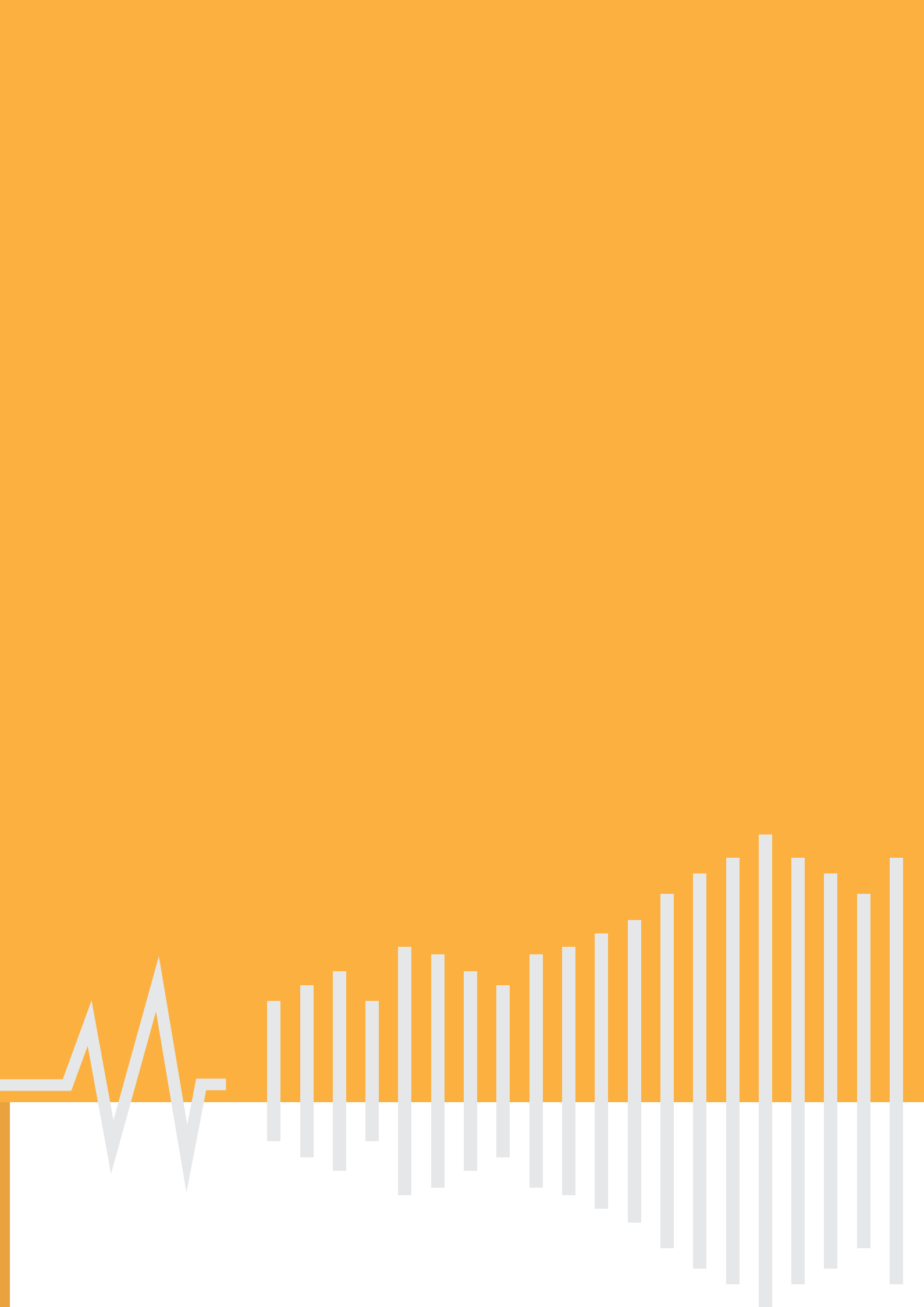


**MEDIA DEVELOPMENT
& DIVERSITY AGENCY
(MDDA)**

**ANNUAL PERFORMANCE PLAN
2024/25**





MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

ANNUAL PERFORMANCE PLAN

2024/25





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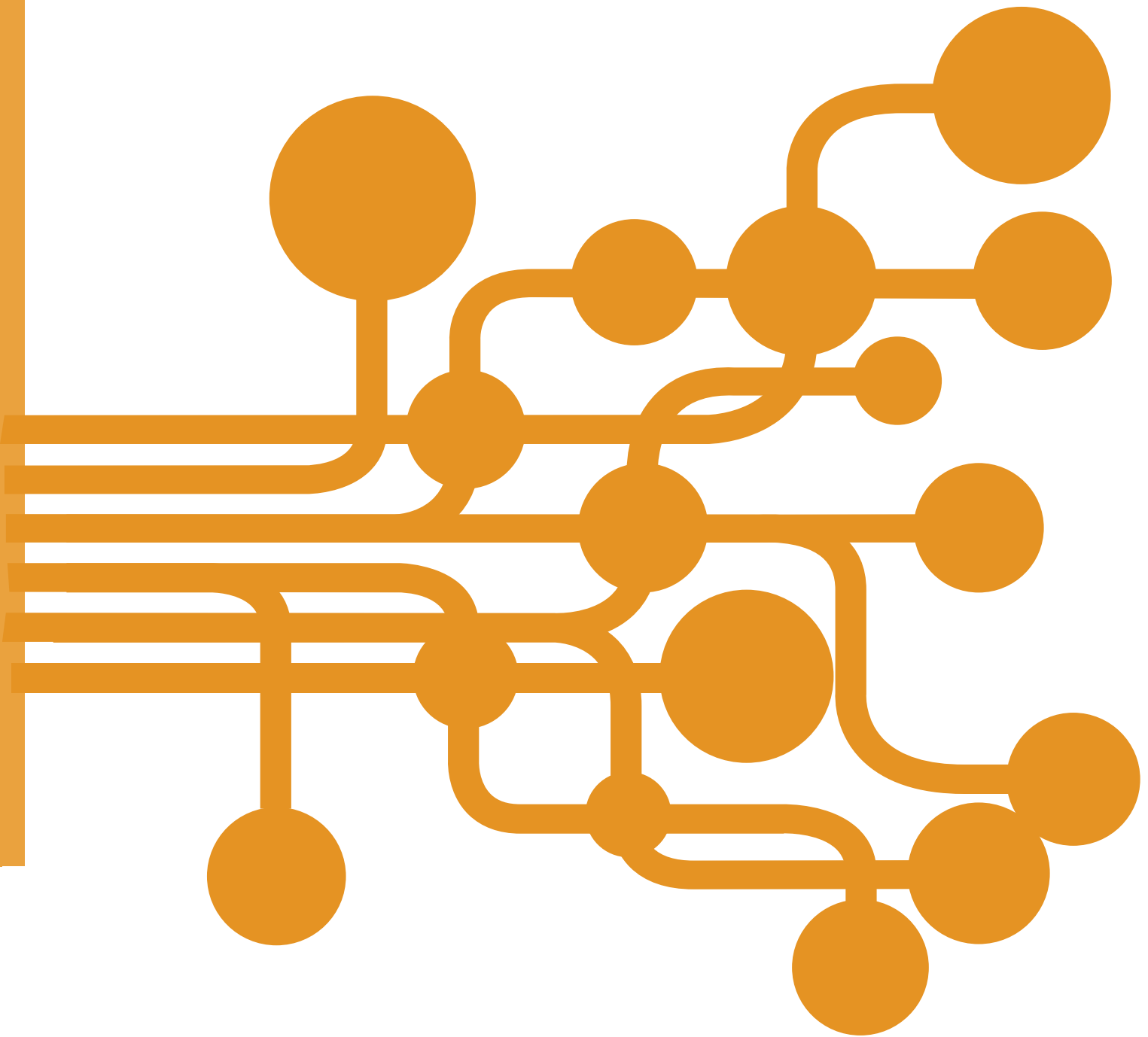
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Foreword By The Executive Authority (Minister)

Community media continues to form a vital part of many societies across the globe. In South Africa, community media emerged out of the activism of the pre-1994 socio-political landscape, and was seen mainly as an alternative press, responsible for building a democratic and anti-apartheid consciousness. This alternative media, at the time primarily appearing in a print media format that included posters, newsletters and pamphlets was used as a platform to expose the brutality of apartheid, to provide an alternative viewpoint, and to help mobilise civil society in building political resistance.

The existence of this alternative was however not encouraged, but instead those actively involved in publishing it were repressed and harassed. It is only after 1994, with the introduction of a democratic government that a number of constitutional rights were put in place, guaranteeing freedom of expression, and by extension, freedom of the press and other media. New legislation and regulations created an enabling environment for community media, allowed for support organisations to be established, and introduced funding models to support sustainability.

Freedom of expression was guaranteed and detailed in the South African Constitution, Act No 108 of 1996. This guarantee, which was introduced to foster an open society free from oppression and censorship, created opportunities for the community media to express their views openly and freely within the limits of the law. There was a tacit acknowledgement that media produced by the people for the people was a vital part of South African society. During this period, the role of the community media sector changed, and it continues to evolve till this day. It is perceived to have a unique role to play in the building and construction of the social fabric of the communities in which it operates.

To give meaning to these ideals, post 1994, government

was committed to establish and capacitate an entity that would drive the growth of the community media sector and provide for alternative voices. This resulted in the establishment of the Media Development and Diversity Agency (MDDA) through the MDDA Act, 14 of 2002, entrusted with the responsibility of promoting media development and diversity in South Africa by providing financial and other support to community and small commercial media projects.

The MDDA Act defines media as all forms of mass communication, including printed publications, radio, television and new electronic platforms for delivering content. It also defines media development as the development of the media environment and infrastructure so that historically disadvantaged communities and persons have access to media as owners, manager, producers and consumers of media.

Judging by the advances recorded over the years, great progress has been made, notwithstanding some teething problems that continue to beset the sector. With support from the MDDA, community radio stations have built functional studios with state-of-the-art broadcast equipment and managed to remain on air, many of them in remote locations. Media projects have also managed to set up news departments producing daily news bulletins reporting on issues of significance for the benefit of their communities. All of this is critical for molding informed communities and the deepening of democracy. The role of a strong and diverse media that supports nation building and promotes social cohesion is essential for a developing democracy like South Africa. Indeed, progress has been made towards promoting access to information and support for the development of more voices through the MDDA support as provided to community and small commercial platforms.

More needs to be done, if we consider the prevalent challenges relating to governance, financial management, revenue and content generation, filling of critical vacant posts, and adapting to technological advances which threaten the very existence of these platforms.

This therefore imposes an urgent responsibility among all of us to be more pragmatic in our approach towards ensuring that we provide more support and interventions to help the community media sector assume its rightful place in society.

As the Ministry, we will continue to play our oversight role in ensuring that institutions of government fulfil their mandates and responsibilities towards our communities in line with the undertakings of the current administration.

I therefore approve and endorse this 2024/25 Annual Performance Plan and commit to providing the necessary leadership, guidance and support in ensuring its implementation.



**MS KHUMBUDZO NTSHAVHENI, MP
MINISTER IN THE PRESIDENCY**



Foreword By The Executive Authority (Deputy Minister)

Community media forms a vital part of any society. Having emerged out of the activism of pre-1994 South Africa, it was seen mainly as an alternative press, responsible for building a democratic and anti-apartheid consciousness. This alternative media at the time, primarily appearing in a print media format that included posters, newsletters and pamphlets was used as a platform to expose the brutality of apartheid, to provide an alternative point of view, and to help mobilise civil society and build political resistance.

Since then, the role of the community media sector has changed, and it continues to evolve till this day. It is perceived to have a unique role to play in the building and reconstruction of the social fabric of the communities in which it operates. Dialogue is initiated in and among communities, and the media is a much needed platform for the strengthening of social cohesion within societies often ravaged by poverty and inequality. Community radio, TV and print are also used to gather and disseminate information relevant to local audiences. It sparks conversations and can help forge the destiny of a community. Media, like the rest of society, has had to undergo significant changes whilst striving to be relevant in a fast-changing world brought about by globalisation and technological developments.

Despite the strides made by government and its related Agencies, led by the Media Development and Diversity Agency (MDDA), in ensuring a developed and diversified media landscape, the community media sector faces a number of challenges, which if not addressed can pose threats to the sustainability of the sector. These relate to a shortage of skills, poor management of finances, high costs of transmission fees, inability to monetise digital platforms and lack of brand equity among others. These factors continue to impose fragility to the sector.

While the rapid development of technology enables new platforms, and presents possible opportunities for the community media sector, it also presents predicaments to

the sector. The rise of technology and diverse platforms has led to the fragmentation of audiences and increased competition for listeners. Globally, advertising is shifting from traditional media such as print, radio, and television, to online platforms such as Facebook, X and Google. The rapid development of technology and addressing the challenges associated with these developments has been noted by the MDDA as being a key area of focus.

We must make the recognition that the challenge is not technology itself, but rather, considering how to harness the advantages of the digital era while simultaneously lessening the impact of what is termed the 'digital dividend', in which a large portion of community media organisations are not situated in communities that have the ability to afford data costs, or have adequate technological infrastructure to allow community media platforms to migrate to digital platforms and experience the associated benefits.

Having noted this, the MDDA has attempted to ensure that community media organisations have access to the latest equipment, which, to an extent, assists them to keep abreast with new developments, specifically in terms of equipment. With that said, South Africa still has an urban-rural divide on media consumption, particularly as many people remain offline due to high data costs, which strengthens the case for more support and survival for community media platforms.

As the world embraces the presence of an information society, and the realities of a digital age, it is critical that all citizens have access to the widest range of information in order to participate fully, and effectively in an increasingly connected world. Community media must therefore be dynamic and agile, to proactively recognise the constraints and opportunities within the operating environment and be able to adapt and innovate for their survival and sustainability.

It is significant for the sustainability of community media organisations to remain abreast of technological developments as this will ensure that the organisations are consistently able to deliver content to their audiences.

MS NOMASANTO MOTAUNG
DEPUTY MINISTER IN THE PRESIDENCY



Preface By The Chairperson Of The Board

This year marks 20 years since the Media Development and Diversity Agency (MDDA) funded its first community and small commercial media projects, supported by a tripartite partnership that included government, mainstream broadcasters, and the print sector. An important milestone in the history of community media, which can be traced back to a Cabinet decision based on the Comtask recommendation leading to the first steps in the process of forming the MDDA.

At the core of this decision was a need to redress the skewed ownership of media outlets, reporting and media consumption patterns, towards a more just, balanced, and diversified media for all. This was to be achieved through the establishment of a conducive environment for media development and diversity towards the creation of platforms for the voices of all South Africans to be expressed, heard, and mainstreamed. Central to the MDDA's efforts to develop community media platforms, is the transfer of ownership, control, and access to media by historically disadvantaged groups. This includes previously marginalised cultural and language groups as well as inadequately serviced communities. This remains an important pillar of the democratic project, currently underway. It is a matter of fact that, participatory democracy requires strong institutions outside the state, directly controlled by organised communities, institutions that can articulate community perspectives, facilitate democratic processes within communities, and enable communities to engage the state.

Prior to our democracy, the voices of marginalised and disadvantaged communities went unheard. We therefore cannot overemphasise the important role this sector plays, speaking to our communities in languages they understand, and playing a significant role in keeping communities informed, engaged, entertained, and educated. And therein lies the motive for us to pull all the stops in ensuring that we succeed in our task of breathing life into the sector. At the heart of our efforts is the development of community media, including community television, radio, and print, which allows people at grassroots level to voice their perspectives, concerns and actively participate in our democracy. Among other achievements, since its inception, the MDDA has funded 586 community media projects. This includes 321 community radio and community

television stations, along with 185 community print projects such as community newspapers, magazines and small commercial print.

However, despite the significant strides, the media landscape does not fully exhibit diversity both in terms of ownership and the revenue base. Monopoly in the media environment remains a huge challenge with a few titles still dominating the space.

Furthermore, for their survival, community media organisations rely largely on government grants through the MDDA as well as advertising, which is currently in short supply. Many projects are in communities that have limited consumer power and thus do not represent attractive markets to private sector advertisers. The sector operates in a rather hostile environment, exacerbated by challenges relating to governance, financial stability, strategic orientation, and editorial decision making. These are just some of the challenges that threaten the very survival of this important sector. Which then requires us to be more resolute in our engagements on mechanisms to support its growth and sustainability. Through lobby and advocacy, the 30% government set aside for community media advertising must be legislated and become a reality. This will go a long way in ensuring that income streams are diversified, more skilled people are recruited, critical vacant positions are filled, and that these platforms become relevant and competitive. It is also the ability of those working in the community media to master the art and form of participatory content development and delivery that will result in continued growth in audience and readership numbers in the medium to long term.

Through research and training support, we need to look at the governance models of the community media organisations to help mitigate some of the governance challenges that emerge in some of these important institutions. As the MDDA, we are of a clear mind that, simply channelling financial resources, without addressing the underlying issues of governance and financial management will be counterproductive. It is for this reason that over and above providing the much-needed financial support, we undertake research to have an scientific and in-depth analysis of the challenges, to help inform our approaches.

The Research and Development of a Sustainability Model for Community and Small Commercial Media is such an exercise, focused on identifying the underlying factors that influence the sustainability of the sector, identifying trends in ownership and studying international sustainability models adopted in other countries that South Africa can learn from.

We therefore hope that the findings of this study will help inform our approach and interventions as we continue with our efforts to build a vibrant and sustainable community media sector.

On behalf of the MDDA, I commit the Agency to working closely with the Executive Authority, the relevant entities and sector organisations to continue to relentlessly pursue the important task of promoting the development and diversity of media in service of our communities, particularly the underserved and marginalised.

PROF HLENGANI MATHEBULA
CHAIRPERSON OF THE BOARD



Accounting Officer's Statement

For the past 20 years, in line with its statutory mandate, the MDDA has sought to redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry. As a result, the Agency has rapidly increased both the number and reach of the projects it supports.

Community media plays a significant role in skills development and capacity building of diverse media professionals, acting as a vital source from which public and commercial media platforms can recruit talent. At a time when South Africa faces high unemployment, particularly among the youth, the identification and development of talent within the community media sector for the benefit of the public and commercial sectors.

Effectively managed, community media serves as a vital training ground and launching pad for aspiring community journalists and broadcasters, fostering a robust ecosystem, and establishing a vital socioeconomic pathway for media practitioners and other affiliated sector professionals, many of whom later find positions in commercial media outlets.

Sustainability remains a pressing concern for community media projects. Challenges persist, including lack of support from key stakeholders, insufficient revenue due to unstable income streams, credibility issues within the sector, and skill shortages in business management for radio operations. Research and Development of a Sustainability Model for Community and Small Commercial Media highlights key recommendations to address these issues. These include the necessity for economic development to ensure long-term sustainability for CSCM organisations, increased financial and non-financial support from stakeholders, cost reduction efforts where revenue is limited, and improved access to essential skills for boosting advertising revenue and diversifying income streams. It is imperative for the MDDA to coordinate meaningful interventions in response to these challenges, ensuring continued facilitation of ownership, control, and access to information and content production by historically disadvantaged communities

within the community media landscape.

Mindful of our own resource limitations, against a greater demand, we make the acknowledgement that going forward we will have to be more agile, proactive, and innovative to mitigate some of the risks and challenges contained in the research.

Of great importance is also a need to strengthen capacity building interventions, improved research, and strategies to help the sector deal with rapid advances in technology, while taking advantage of the opportunities it presents.

The employees of the Agency are its greatest asset, for without them the show will not go on. They form an important pillar of the success or lack thereof of the Agency, both as our foot soldiers as well as our important brand ambassadors. It is for this reason that we involve them in all aspects of the work of the Agency, including encouraging their participation in internal and external activities.

To this end, we commit ourselves to ensuring good governance principles and innovative solutions in the use of available resources for the execution of our mandate. This is not only critical for maintaining the confidence of our stakeholders, and existing funders, but also important to build confidence among potential funders and partners to mobilise sector resources in support of the growth of the community media sector.

MS SHOESHOE QHU
CHIEF EXECUTIVE OFFICER




Official Signoff


It is hereby certified that this Annual Performance Plan:

- Was developed by management under the guidance and support of the Board of the Media Development & Diversity Agency (MDDA).
- Takes into account all relevant policies, legislation and other mandates for which the MDDA is responsible.
- Accurately reflects the impact and outcomes of the management that the MDDA will endeavour to achieve over the period 2024/25.


Mzuvukile Kashe
Executive Manager : Projects

Signature: 


Lethabo Dibetso
Executive Manager: RTME

Signature: 

Tintswalo Baadjie
Chief Finance Officer

Signature: 

Shoeshoe Qhu
Chief Executive Officer

Signature: 

Prof Hlengani Mathebula
Board Chairperson


Signature: 

Approved by:

Ms Nomasono Motaung
Deputy Minister in The Presidency

Signature: 

Ms Khumbudzo Ntshavheni
Minister in The Presidency

Signature: 

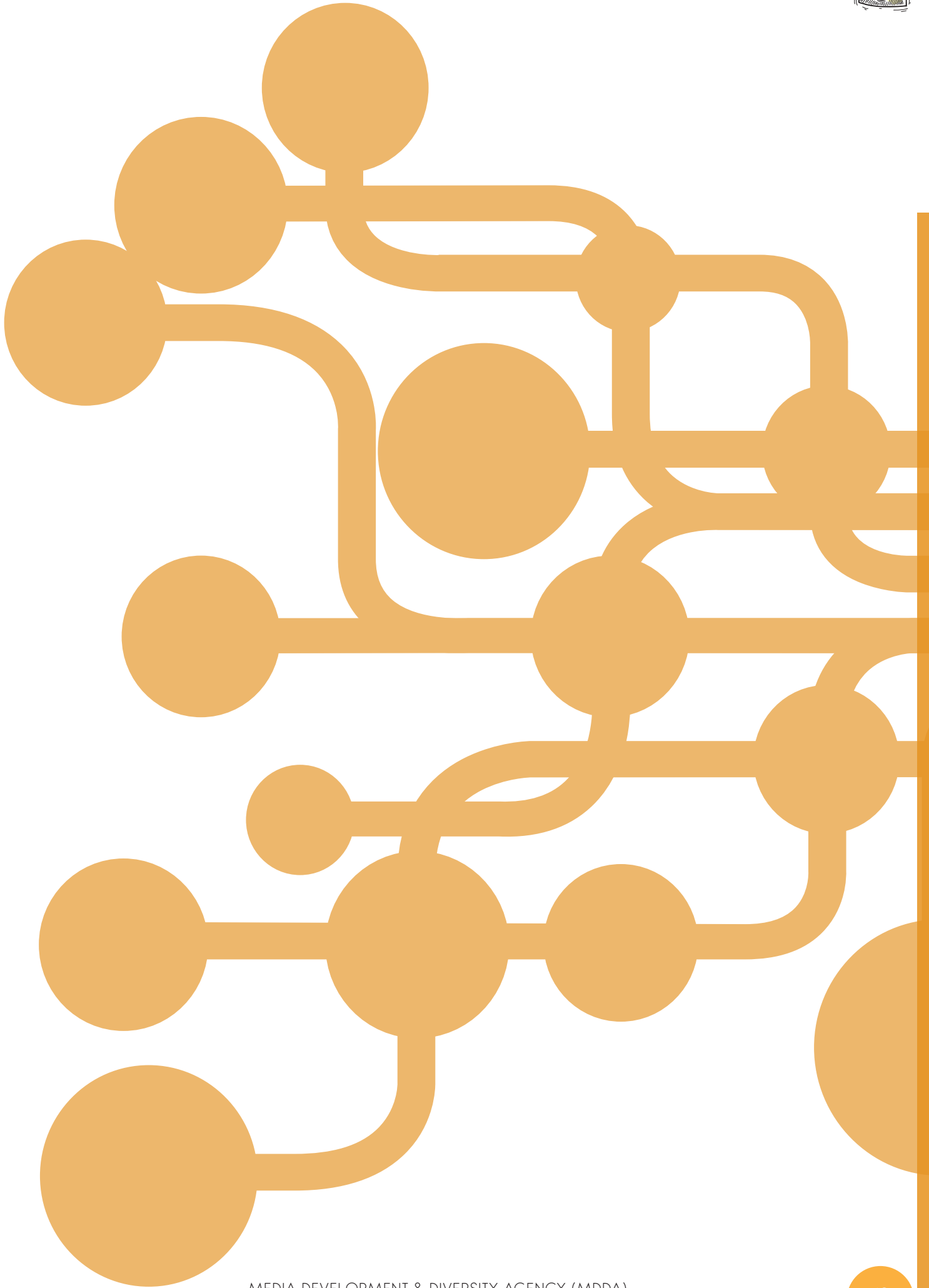


Acronyms And Abbreviations

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



MTSF	Medium-Term Strategic Framework
NDP	National Development Plan
NEMISA	National Electronic Media Institute of South Africa
NEET	Not in Employment, Education and Training
NLC	National Lotteries Commission
NPC	Non-Profit Company
PanSALB	Pan African Language Board
PMS	Performance Management System
PPPFA	Preferential Procurement Policy Framework Act
R&D	Research and Development
RMF	Risk Management Framework
ROI	Return on Investment
SANEF	South African Editors' Forum
SEDA	Small Enterprise Development Agency
SETA	Sector Education and Training Authority
StatsSA	Statistics South Africa
SOAR	Strengths, Opportunities, Aspirations and Results (Analysis)
SONA	State of the Nation Address
SOP	Schedule of Particulars
SWOT	Strengths, Weaknesses, Opportunities and Threats (Analysis)
UNESCO	United Nations Educational, Scientific and Cultural Organization
WHO	World Health Organisation
WSP	Work Skills Programme





Part A: Our Mandate

1. Updates To The Relevant Legislative And Policy Mandates

Languages – Section 6 (1)(2)

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

Bill of Rights

Section 32:

Everyone has a right to access to information.

Section 15 (1)

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

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

(1) Everyone has the right to freedom of expression, which includes- (a) freedom of the press and other media. (b) freedom to receive or impart information or ideas.

The Media Development and Diversity Agency (MD-DA)'s mandate is to:

- Create an enabling environment for media development and diversity that reflects the needs and aspirations of all South Africans.
- Redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry.
- Promote media development and diversity by providing support primarily to CSCM projects.
- Encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups.
- Encourage the development of human resources and training, and capacity building, within the media industry, especially among historically disadvantaged groups.
- Encourage the channelling of resources to the community media and small commercial media sectors.
- Raise public awareness regarding media development and diversity issues.
- The key concepts in the agency's mandate that makes up its name are defined in the Act as follows:
- **Media** – means all forms of mass communication, including print publications, radio, television, and new electronic platforms for delivering content.
- **Development** – means the development of media and infrastructure so that historically disadvantaged communities and persons have access to media as owners, managers, producers, and consumers of media.
- **Diversity** – regarding media, means access to the widest range of sources and information, as well as equitable

- representation within the media in general.
- **Agency** – media development and diversity agency established by section 2 of the Act.

2. Updates To Institutional Policies And Strategies

2.1 Institutional Policies

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

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

The policies and strategies that support the agency's endeavour to create an inclusive society where no one is left behind consist of the Grant Funding Policy, the amendment of the MDDA Act, and other related legislation that include the amendment Electronics Communications Bill.

Lastly, our focus in the coming MTSF will be on the development of the Community Media Sustainability Model, a project supported by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

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

• Risk Management Framework

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

Over the recent past, the MDDA has adopted risk management measures to mitigate against the organisation and its operational disruptions. However, there had hitherto been no framework that facilitated a standardised and coordinated approach to risk management across the organisation. An overarching Enterprise Risk Management Framework (ERMF) is being developed to consolidate the various pockets of risk management initiatives and interventions. This is intended to provide an effective framework designed to promote a standard approach to enterprise risk



management at the MDDA. It seeks to ensure that all risks that could affect the MDDA's people, reputation, business processes and systems, and financial and environmental performance are identified, assessed, and mitigated to an acceptable level and within risk appetite levels approved by the Board. This is an area that will receive prioritised attention in the year, which should also result in an improvement in the overall implementation of risk treatment plans.

2.2 Institutional Policies

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

• Digital Strategy

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

The MDDA has established a Digital Unit enabling a digitally transformed sector. Through this unit, the agency will continuously implement, review, and improve the digital strategy to keep abreast with rapid digital changes, some propelled by the Artificial Intelligence (AI). As the MDDA rethinks its business models, strategies, and processes, we have set new goals and brainstormed strategies to meet them. These new priorities are reflected in our approved Business Automation Plan digital transformation goals. In 2020/2021, for example, the MDDA prioritised internal processes, including increasing productivity/efficiency, improving business continuity and resiliency, and increasing agility, all of which mirrored the period during which organisations worked to establish and adjust to major technology, culture, and process changes.

In 2022 and beyond, however, the MDDA goals for its transformation efforts are shifting to focus on enhancing beneficiaries, stakeholders, and internal users' satisfaction. Further, the efforts seek to improve the analysis of the data at the disposal of the organisation to uncover new business and operational insights and continuing to increase pure technological business survival. It is imperative to equip the community sector with relevant digital skills to effectively use new technology.

• Fundraising & Support Strategy

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

This Fundraising and Support Strategy is designed to mobilise support that is required as an "injection of support" to assist community projects to become self-sustainable. Furthermore, this will be long-term support for those community projects that service the poorest, the most vulnera-

ble and most economically underdeveloped communities, where revenue generation via traditional means such as advertising is near impossible.

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

• Capacity-Building Strategy

The Capacity-Building Strategy is designed to remedy a plethora of capacity challenges plaguing the sector. These challenges have been highlighted by various research projects and sector engagements, including the Community Media Sector Skills Needs Assessment Research completed in 2019 and the Consolidated Report: Future Proofing Community Radio Workshops, March 2022 Report which also focuses attention on the training needs of the sector.

Sector governance and compliance also continue to be a challenge in the CSCM sector, there has therefore been a concerted effort to increase efforts in capacitating community media on governance and compliance.

The Capacity Building Strategy is built upon the following three aims:

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

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

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

The MDDA Research Agenda sets out the research that



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

1. How to achieve greater media diversity and transformation in South Africa: learning from international best-practice
2. The progress made by the MDDA in amplifying the voices of Communities through community media in local communities.
3. The state and status of media rights, media responsibility and democratisation of South Africa (as per Constitutional obligations)
4. The state of Media advancement across SADC and Africa, and regional integration (South Africa as a gateway and pioneer in advancing media rights and media as an enterprise in building the United States of Africa)
5. Shifts in skills, skills gaps and skills needs in South Africa, Africa and the World in the era of digitalisation and globalisation: What are the training needs of smaller scale and independent media outlets in the age of digitalisation and globalisation?
6. Monitoring and evaluating the progress made by the MDDA in fulfilling its constitutional mandate since its inception.
7. The relationship between media, economic growth, and job creation in South Africa: learning from international best practice
8. Development of a media policy and media strategy in South Africa
9. The impact of MDDA training initiatives in building the capacities of grant beneficiaries and non-beneficiaries

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

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

• **Monitoring and Evaluation Strategy**

Monitoring and Evaluation (M&E) has become an indispensable modern management control tool to manage both projects and overall organisational performance. Accordingly, the MDDA's M&E Strategy is formulated to guide the monitoring and evaluation functions to ensure effective and efficient implementation of the programmes of the agency.

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

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

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

3. Updates To Relevant Court Rulings

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



Part B: Our Strategic Focus

1. Updated Situational Analysis

The external environment remains with many challenges. South has not experienced any significant economic growth for several years and the state of performance of the media sector has been less than desirable.

The cost of living has risen as basic items like oil have become a luxury and very topical in the media highlighting the plight of the poverty-stricken and unemployed. Power uncertainty is another major issue impacting the viability of community media supported by MDDA, as well as funders whose business costs have increased due to the impact of load shedding.

In 2022/23 the internal environment was best with instability at the management level leading to lower staff morale and high levels of uncertainty, this was improved in 2024/24 and the Agency finds itself a more stable operating position with sound leadership.

1.1. External environment

Political factors

South Africa will be going to its 7th democratic elections in 2024. These general elections will be held in South Africa in 2024 to elect a new administration. Changes in political leadership and priorities might result in shifts in media policies and regulations thus leading to alterations to the MDDA's mandate, functions, and operational guidelines, impacting its ability to support media development and diversity. These might additionally impact budget allocations for the MDDA (and to other entities). government has annually supported the MDDA, crucial to its effectiveness, although the allocation has decreased. Ownership and control of media outlets can also be influenced by geopolitical factors. Resources may be diverted from media diversity initiatives.

Economic factors

The last figures issued by Stats SA indicate that the South African economy contracted by 0.2% in Q3 2023.

The main reasons attributed to this low growth were persistent load shedding (332 days of rolling blackouts in 2023). Inflation continued a downward trend in June 2023, much to the relief of burdened consumers. The Monetary Policy Committee has maintained the REPO rate at 8.25% for 2 cycles. The latest Quarterly Labour Force figures show an unemployment rate of 31.9% as at third quarter of 2023. Approximately 3,3 million (32,7%) out of 10,2 million young people aged 15-24 years were not in employment, education or training (NEET).

The debt owed by community broadcasters to SENTECH is in excess of R92 million and many stations are taken off air as a result of this debt. Circulation figures of community

print publications have dwindled to the rising costs of printing and distribution.

Social Factors

Public perceptions and preferences for media content play a role in shaping the direction of media agencies. Changing media consumption patterns, and preferences, such as a rise in online streaming services and a decline in DSTV subscribers could impact the funding by the commercial media sector affecting development initiatives undertaken by the MDDA.

A need to respond to social trends. Service delivery status and communities' dissatisfaction with the provision of government services leads to civil unrest that may adversely affect infrastructure invested for community media and increased rates of vandalism towards public property. The levels of crime also are a societal factor that influences the mood in the country and sense of trust in government programmes.

Technological Factors

Like many countries, South Africa's media sector is undergoing digital transformation. This includes the adoption of digital platforms for content distribution, online publishing, and multimedia content creation. These new digital platforms may provide opportunities for diverse voices to be heard and seen. Podcasts are becoming increasingly popular in South Africa. Podcasts, which exist outside traditional structures, are not regulated in the same way as other media and broadcasting. Technological advancements require the MDDA to adapt its strategies to support the development of digital media and emerging platforms. By allocating additional resources towards training and providing necessary tools, media organisations can better equip themselves with the skills needed to effectively adopt digital technologies.

The prevalence of smartphones, along with the popularity of social media platforms such as Facebook, X, Instagram, and YouTube, coupled with improvements in mobile connectivity, albeit still expensive, has led media organisations to using these tools for news dissemination and engage with audiences. This trend reshaped the dynamics of news sharing and consumption. Presently, stories are often initially circulated on social media platforms before being broadcast on traditional mediums like print, radio, and television. Furthermore, independent media websites are now addressing complex issues that mainstream outlets often overlook, largely due to limitations in resources and budget constraints.

The MDDA supports the digitalisation of the community media sector through various means. These include providing training programs, organising workshops, and offering funding for projects related to website development, using social media for radio, and using online as alternative revenue streams. There are opportunities for the agency to explore further support for the sector.

The agency is expanding its efforts to promote digital literacy by partnering with educational institutions and other organisations, including NGOs. In addition to this, there are opportunities to provide assistance in establishing online



platforms, supporting the development of mobile apps, and the development of digital marketing strategies.

There is a need for the MDDA to establish digital community journalism hubs, conduct research on digital media trends, use data-driven insights to inform digital strategy, advocate for improved broadband access, develop metrics to assess digitalization effectiveness, collaborate with other organisations, and explore partnerships with universities and research institutions. These actions will help community media outlets adapt to the digital age and continue serving as essential platforms for community engagement and information dissemination.

The impact of OTT services on MDDA and community media outlets is multifaceted. While they pose challenges in terms of competition and changing media consumption patterns, they also offer opportunities for collaboration, content improvement, and digital transformation. MDDA and community media organizations should remain adaptive and innovative to thrive in the evolving media landscape influenced by OTT services.

Environmental Factors

Increasing awareness and concern about climate change has led to a greater demand for accurate and comprehensive coverage. Community Media outlets need to report on climate-related events, policies, and scientific findings, contributing to public understanding and awareness. MDDA might have to encourage community media to report more on things related to climate change, they might also do this by providing training. South Africa's commitments under the Paris Agreement, the rollout of the Just Transition programme as well as the Integrated Energy Master Plan all bear impact on how climate change adaptation and mitigation plans are implemented. The reality of climate change has been demonstrated by the extent of flooding in KwaZulu Natal in December 2023 and January 2024. Climate change directly affects food security, water resources, eco-tourism amongst others.

Media outlets play a crucial role in providing timely and accurate information during natural disasters, environmental accidents, and crises due to the fast spread mis/disinformation dubbed as 'fake news'. Their coverage can help inform the public, promote safety measures, and hold responsible parties accountable.

The shift from print media to digital platforms has environmental implications. Digital media can reduce paper usage and transportation-related emissions, but it also comes with concerns about electronic waste and energy consumption from data centres.

The rise in ESG presents opportunities to align their investments with their values and contribute to a more sustainable future.

Legal Factors

The legislative environment in which the media, including community-based media, operate plays a significant role in shaping their pluralism, independence, and vibrancy. Every financial year during calls for application, MDDA con-

tinues to do roadshows across South Africa sharing the MDDA grant eligibility criteria and the importance of complying with rules and regulations by also partnering with other stakeholders like the Independent Communications Authority of South Africa (ICASA), South African Revenue Service (SARS), and the Department of Social Development. Complying with media regulations and licensing requirements is essential for media organisations supported by the MDDA.

SENTECH and the MDDA have complementary roles in South Africa's media landscape. SENTECH's infrastructure and technical support can enhance the reach and quality of media outlets that receive MDDA funding, contributing to the MDDA's mission of promoting media diversity and development in the country. Their collaboration can help strengthen community and small commercial media organisations, ensuring that they can effectively serve their communities and contribute to a more diverse media landscape.

The MDDA provides financial support and grants to various media development initiatives, including community and small commercial media. SENTECH's collaboration with the MDDA can help identify potential recipients of these grants and funding opportunities, ensuring that resources are allocated to projects that align with their shared objectives.

During 2023/24 the MDDA consulted further with the GCIS on progress towards the MDDA amendment bill. Furthermore, the Agency reviewed and drafted updates to its Regulations that are to be submitted to the Executive Authority for consideration.

In the preceding financial year, the MDDA also made inputs into several policy publications such as the Draft White Paper on Audio and Audiovisual Media Services and on-line content safety, the South African Broadcasting Corporation Bill and the Companies Amendment Bill.

Formalised partnerships were also pursued with SAASTA, ICASA, The Press Club in the form of memoranda of understanding. Partnerships with government departments will also help unlock advertising support to the Government Communications and Information Systems (GCIS) and training funding from the Sector Education and Training Authorities (SETAs).

1.2 Internal Environment

The MDDA internal environment has improved in the period 2023/24. These challenges that remain are being addressed and efforts continue to build a diverse, engaged, and skilled workforce to deliver on the mandate of the Agency.

In 2023/24 the organisation commenced a review and re-design of its organisational structure. This process sought to assess alignment and fitness for purpose of the structure in delivering against the current strategic plan. The revised structure will be phased in with effect from 2024/25 and based on funding over the remainder of the MTEF period.



In January 2024, the MDDA appointed a Chief executive Officer for a 5-year period subject to renewal. This will bring much needed stability to the organisation. With the appointment of the CEO, the executive leadership now stands as 75% filled.

Workable solutions to office space at SABC are an important part of Management's efforts to improve morale and create a conducive work environment. The hybrid working arrangements are presented as part of the value proposition of MDDA. During the 2023/24 period several business interruptions linked to water and electricity occurred. In 2023/24 the Agency will work on a Business Continuity Plan to minimise such interruptions and improve its recovery time objectives should such interruptions occur.

In November 2023, the MDDA received a top recognition award in the category for Best Employee Wellness and Employee Engagement Programme, at the Institute of People Management (IPM) Excellence Award. The Institute of People Management (IPM) is a professional membership body for Human Resources Management that is officially recognised by the South African Qualifications Authority (SAQA). It has membership of 1000s and holds an annual convention to share best practice, build skills and collective engagement as a community of practice. The award recognises the strides made by the MDDA towards improving staff morale and the emphasis of employee wellbeing.

1.2.1 Structure and Configuration

The organisation is composed of five programmes as represented in the framework below, each addressing a key component of the mandate, enabling the organisation to meet and exceed its performance targets:

Programme 1: Administration & Governance

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

Programme 2: Grant & Seed Funding

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

Programme 3: Partnerships, Public Awareness & Advocacy

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

Programme 4: Capacity Building & Sector Development

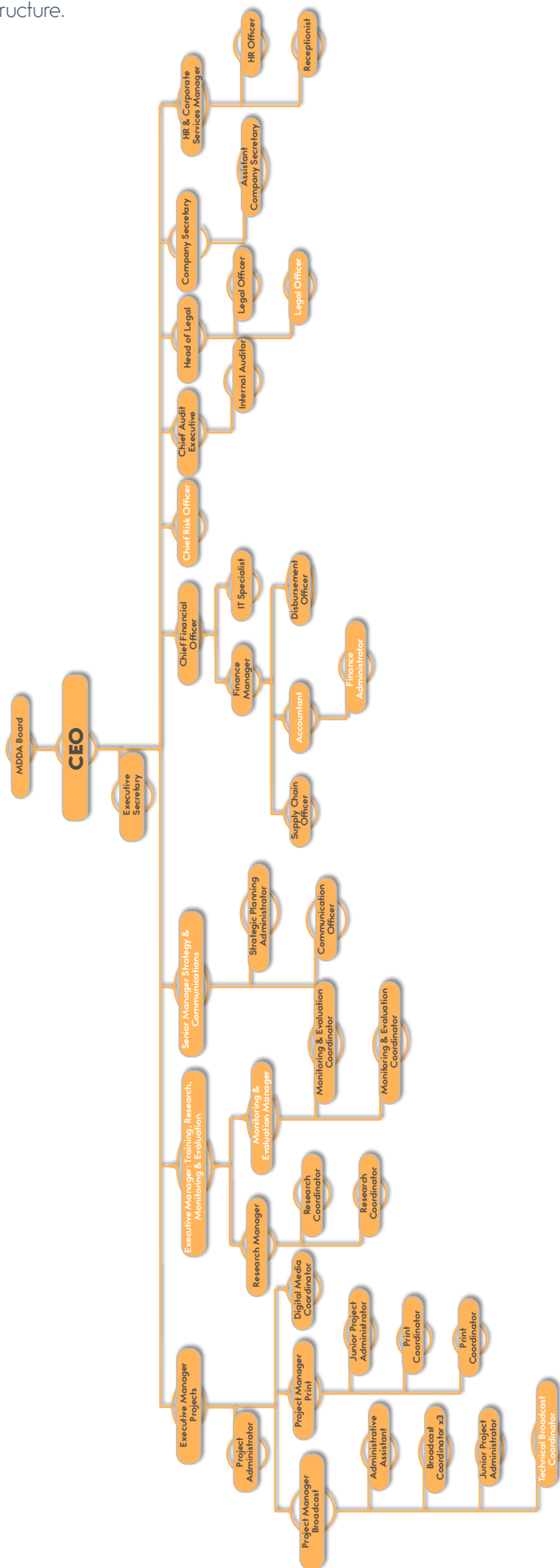
One of the objectives of the Agency outlined in the MDDA Act of 2002 is to "encourage the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups". In response to this, the agency has developed capacity-building programmes, which aim to provide community and small commercial media with the necessary skills.

Programme 5: Innovation, Research & Development

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



1: MDDA organisational structure.





1.2.3 Organisational capacity

The MDDA has a staff complement of 36 employees who operate in the structure shown in figure 1 above with a current vacancy rate of 18.18%

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

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

1.2.4 Governance

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

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

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

1.2.5 Human capital management

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

The HR policies are in place and the MDDA Board approved the revised HR Policy & Procedure manual. MDDA introduced a dress code guideline within an organisation that holds significant importance in shaping the workplace environment and fostering a culture of professionalism.

MDDA embarked on a journey to review and redesign its Organisational Structure as the first key priority area during the 2023/24 financial year. MDDA adopted a holistic approach not to review the structure in isolation to key dependencies such as the value chain and the operating model that would support an effective organisation which is a process still underway. MDDA has been in existence for 20 years which necessitated that the structure and associated processes to be aligned to ensure efficiency and agility.

The proposed well-aligned organisational structure once approved will be implemented in 2024/25 as a cornerstone of strategic HR initiatives in building the MDDA Employee Value Proposition (EVP) such as capacity building, Employee Health and Wellness programme, employee recognition programme, management and leadership development programmes, succession planning, Equity, Inclusion, and Diversity plans to ensure that the MDDA remains a space where everyone feels valued and respected. The MDDA performance management system continues to aim at developing, improving and managing employee performance. All employees' output is optimised in terms of quality and quantity, thereby, improving the MDDA's overall performance and service delivery; and complies with the performance management cycle.

MDDA promotes employee engagement and created a platform with the aim of bringing employees together and boosting staff morale called #StaffConnect. Under the auspices of #MyWellbeing MDDA continues to promote employee well-being, launching wellness programs and mental health initiatives that reinforce its commitment to the holistic health of the staff.

1.2.6 Equity

The Employment Equity Act (EEA) No. 55 of 1998 aims at achieving equity in the workplace, by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination and implementation of affirmative action measures to redress the disadvantages in employment experienced by designated groups, to ensure their equitable representation in all occupational categories and levels in the workforce. The MDDA EE Plan is due for review for the period 2024/25. To make sure that these targets are collaborative, HR will be reviewing the HR Strategy and the Employment Equity Plan for 2024 to 2027.

Table 1 below provides the breakdown of the staff complement across all key matrices, including, occupational levels, skills level, gender, and race.



HR Table 1: MDDA staffing breakdown As at 31 January 2024.

OCCUPATIONAL LEVELS	Male				Female				Total	Disability All	Foreign Nationals	
	A	C	I	W	A	C	I	W			Male	Female
Top management	1	0	0	0	2	0	0	0	3	0	0	0
Management	3	0	0	0	4	0	1	0	8	0	0	0
Professionally qualified	6	0	0	0	11	0	0	0	17	0	0	0
Skilled level	3	0	0	0	4	0	0	0	7	1	1	0
Semi-skilled	0	0	0	0	1	0	0	0	1	0	0	0
TOTAL PERMANENT	13	0	0	0	22	0	1	0	36	1	1	0
TOTAL FIXED-TERM EMPLOYEES	3	0	0	0	10	0	0	0	13	3	0	0
GRAND TOTAL	16	0	0	0	32	0	1	0	49	4	1	0

1.2.7 Information and Communication Technology

The MDDA ICT environment has moved the entire business to cloud based. The procurement of a Business Integration System commenced in 2023/24 and will be finalised during the 2024/25 period. The BIS is part of continuous efforts to digitalise the MDDA, improve its technology adoption score as well as enhance operational efficiency.

1.2.8 Financial Resources

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

Table 2: MDDA expenditure per programme

Table 2: Budget per Programme					
	Audited outcome	Adjusted Budget	Medium-Term Estimate		
Rand thousand	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Administration	34,697	38,776	35,527	37,197	38,909
Community media and small commercial media	113,737	85,482	57,038	53,425	50,032
Partnerships, public awareness and advocacy	1,221	4,949	4,751	4,974	5,203
Capacity building and sector development	315	1,628	4,488	4,699	4,915
Innovation, research and development	1,500	6,948	6,460	6,762	7,073
Total Expenditure	151,470	137,783	108,264	107,057	106,132



Table 3 below depicts MDDA projected budget over the MTEF period.

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

MDDA 2024/25 to 2026/27 Budget Summary						
Description	Audited 2022/23	Original Budget 2023/24	Adjusted Budget 2023/24	Budgeted 2024/25	Projected 2025/26	Projected 2026/27
Revenue	128,646	102,857	117,691	108,264	107,057	106,133
Broadcast Funders	64,988	56,280	67,096	63,742	60,555	57,527
Grants income	58,598	42,558	45,475	39,157	40,885	42,731
Other Income: Interest	5,060	4,020	5,119	5,365	5,617	5,875
Expenditure	151,470	102,857	137,785	108,264	107,057	106,133
Grant Expenditure	96,201	53,953	82,545	55,827	52,155	48,706
Employee Costs	36,994	37,467	36,122	39,391	41,242	43,139
MDDA Board costs	1,928	1,493	2,128	2,230	2,335	2,442
Administration Costs	16,347	9,944	16,990	10,816	11,325	11,845
Capital Expenditure	-	300	450	370	300	200
Capital Assets	-	300	450	370	300	200
Surplus / (Deficit)	(22,824)	0	(20,094)	-	-	-

Key priorities for the 2024/25 fiscal year:

The priorities for 2024/25 are informed by the intention to advance the commitments in the strategic plan 2020- 2025 and to undertake research to inform the new strategic plan for 2025-30 during the financial year. The Agency is financially constrained but through cost containment and reprioritisation will seek to undertake the following priorities for the 2023/24 financial year:

1. Role of community media in driving democracy.
2. Relationship management to maintain and grow the contributions from established funders;
3. Sourcing funding from at least two (2) non-traditional funding sources.
4. Review and update of the Fundraising Strategy.
5. Implementation of the sustainability model research findings.
6. Development of a Digital Transformation Strategy for the sector:
7. Revisions to the Capacity Development and Research Strategies and related implementation plans.

Part C: Measuring Our Performance

Institutional Programme Performance Information

Programme 1: Governance And Administration

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

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
A capable, effective, and efficient organisation in support of the delivery of the MDDA mandate	Unqualified audit	Unqualified audit with no significant findings	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Qualified audit opinion	Unqualified audit opinion	Unqualified audit with no significant findings	Unqualified audit with no significant findings
	Improved Cyber security	Number of Cyber security reports produced and approved	-	-	-	-	4	4	4
	Reputation and Brand Management	Survey study to determine value of the MDDA Brand and Reputation	-	-	-	-	2	2	2

Indicators, Annual and Quarterly Targets

OUTPUT INDICATOR	ANNUAL TARGET	Q1	Q2	Q3	Q4
Unqualified audit opinion	Unqualified audit opinion	Submission of unaudited annual financial statements and performance information to National Treasury	Unqualified audit opinion	Development of Audit Action Plan	Audit Action Plan submitted to Audit & Risk Committee
Number of Cyber security reports produced and approved	4	1	1	1	1
Survey study to determine value of the MDDA Brand and Reputation	2	1	-	-	1

Explanation of planned performance over the Medium-Term Period

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

In the medium term, the unit intends to ensure effective corporate governance principles. Furthermore, it intends to improve its audit outcomes to an unqualified audit outcome with no significant findings. The focus for this period will also fall on the implementation of effective financial and administrative management practices through the application of sound financial management systems and procedures in line with the requirements of the Public Finance Management Act (PFMA).

This will be further supported by a step-change in the implementation of risk management that will include the tracking of the maturity levels over the period up to the end of the current MTSF period, coinciding with the current MTEF period. This will be done through focusing on the full enterprise risk management value chain and clearer management of the capacity, tolerance and appetite for risk.

Cybersecurity is a reality for all organisations in the digital age. The MDDA will whilst advancing its digitalisation efforts, do so being alive to the threat of cybersecurity to its finances, employees, and beneficiaries. The ongoing proactive assessment of performance in this area will be actively monitored through quarterly reports and the establishment of an ICT steering Committee. Further developments are also planned in improving the business processes of the organisation with activities towards an automated business process environment. Interventions that are being initiated to automate the organisational operations are contained in the Annual Operation Plan of the unit.

Twenty years of existence suggests a strong brand for the reputation. Cognisant of the challenges that the Agency has overcome in its existence, the survey to assess the knowledge of the MDDA brand and its reputation will be undertaken as critical input into the next strategic planning cycle.



Programme 2: Grant And Seed Funding

PURPOSE	The programme promotes media development and diversity through financial and non-financial support for community broadcasting as well as community and small commercial print projects. The programme consists of two strategic objectives, encapsulated in two sub-programmes
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Sub-Programme 2.1: Community and Small Commercial Media

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

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
Media diversity promoted through the growth of sustainable community based and small commercial media nationally	Community broadcast project funding	Number of grant funding applications for community broadcast projects approved	20	24	23	20	22	22	22
	Community and Small Commercial Media digital/print project funding	Number of grant funding applications for small commercial print or digital media projects approved	8	6	10	6	6	6	6

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
Capacitated, digitally responsive Community-based media sector	Community Media digital strategy implemented	Number of media projects provided with digital support	Community Media digital strategy and 3- year plan submitted to Board for approval	21	17	20	22	22	22
	Community Media digital strategy	Community Media Digital strategy developed		-	-	-	Final Community Media Digital strategy developed and approved by the Board	-	-

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
Number of grant funding applications for community broadcast projects approved	22	-	-	22	-
Number of grant funding applications for small commercial print and digital media projects approved	6	-	-	6	-
Number of media projects provided with digital support	22	5	6	6	5
Community Media Digital strategy developed	Final Community Media Digital strategy developed and approved by the Board	-	Draft Community Media Digital strategy developed	-	Final Community Media Digital strategy developed and approved by the Board



Sub-programme 2.2: Monitoring and Evaluation

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

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
A capable, effective, and efficient organisation in support of the delivery of the MDDA mandate	Annual evaluation of M&E reports	Number of annual evaluation reports generated	Final annual evaluation report submitted for approval	1	0	1	1	1	1
	Monitoring reports on input, output, and compliance to MDDA grant-in-aid contracts	Number of monitoring reports generated on funded projects		80	66	75	80	56	56

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
Number of annual evaluation reports generated	1	-	-	-	1
Number of monitoring reports generated on funded projects	56	28	14		14

Explanation of planned performance over the Medium-Term Period

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

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

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

Against the backdrop of celebrating its twenty years of sector support, the plans for the current MTEF period first and for all, appreciate how drastically the landscape has changed in the last twenty years ago.

The digital revolution has fundamentally impacted the sector and the agency's Innovation Digital Strategy seeks to take the industry along on the journey to continually innovate, not only to survive but also to thrive. The elevated focus on digital media in general and digitisation of operations, in particular, attest to the agility of the agency to adapt to its dynamic environment. The development of the Digital strategy with clear metrics to assess to assess the extent of implementation and impact of MDDA digitisation strategy is a key indicator for the 2024/25 year to deliver against the strategic plan 2021- 2025.

The limitations of acutely limited resources mean the performance targets can never be nearly close to the kind of demands on the services of the agency. The limited resource reality is compounded by beneficiaries who keep returning for MDDA support as they battle to survive on their own.

The number of grants to be awarded is projected to remain constant over the MTEF. Of concern is the limited capacity to fund Print projects which enjoy no prescribed funding approach from commercial print houses. In 2024/25 the Agency will implement the final year of ring-fenced funding allocated by National Treasury. Through a concerted fundraising effort, it is envisaged that additional funding raised will be directed to the capacity development programmes as well as research to inform future planning.

Compliance monitoring against grant allocations serves to improve project performance. The reduction in targets to align with the number of projects funded in the year will enable better focus on this important function. The annual evaluation report will be sectoral in focus recognising that while MDDA only can fund a limited pool of beneficiaries, the coordination, stakeholder engagement and advocacy is sector wide and non-financial support of the agency cuts across the sector.

¹ 28 Projects will be monitored. (One project will be monitored twice in one financial year)



Programme 3: Partnerships, Public Awareness, And Advocacy

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

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
A capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Stakeholder engagements for (non-financial support) of the community and small commercial media	Number of stakeholder engagements for non-financial support held	-	10	21	6	8	10	12
	Thought Leadership media engagements to position the brand MDDA	Number of media engagements held.	-	40	31	16	20	25	25
	Fundraising initiatives for sustainable development of community and small commercial media	Number of proposals for funding presented to potential funders	-	6	7	10	4	4	6

Output Indicator	Annual target	Q1	Q2	Q3	Q4
Number of stakeholder engagements for non-financial support held	8	2	3	2	1
Number of media engagements held	20	5	5	5	5
Number of proposals for funding presented to potential funders	4	0	2	1	1

Indicators, Annual and Quarterly Targets

Explanation of planned performance over the Medium-Term Period

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

In the medium term, the unit intends to implement stakeholder engagements to support the community and small commercial media. The focus for this period will also fall on the implementation of media engagements to position the MDDA brand to stakeholders and beneficiaries at large. Attention will be also given to fundraising initiatives for support of the community and small commercial media. Fundraising will be focused on sourcing support from non-regulated and non-traditional funders for sector wide interventions. Relations with current funders will be managed to ensure that this funding is retained over the MTEF.

With 2024 being an election year, it will be important that community member is adequately equipped to provide coverage of this important occurrence in South Africa. Stakeholder engagements to facilitate access, by community media will be heightened.

Programme 4: Capacity Building And Sector Development

PURPOSE	One of the objectives of the agency outlined in the MDDA Act of 2002 is to “encourage the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups”. In response to this, the Agency has developed capacity-building programmes, which aim to provide community and small commercial media with the necessary skills needed for effective performance in day-to-day work.
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Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
Increased HDI communities accessing media opportunities and information through community and small commercial media	Training interventions aimed at capacitating the community media with skills aligned to sector specific needs	Number of training interventions aimed at capacitating the community media	6	12	10	8	8	8	8
	Media and information literacy initiatives held	Number of media and information literacy initiatives held	3	3	3	4	8	4	4
	Accredited training programme implemented	Number of accredited training programmes implemented	-	-	-	-	1	1	1

Indicators, Annual and Quarterly Targets

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



Explanation of planned performance over the Medium-Term Period

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

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

The community media sector is plagued with various capacity challenges as has been highlighted by many community media interventions, research projects and engagements.

In the period the Agency will continue to provide Grantee Orientation training to funded beneficiaries. The findings of monitoring exercises undertaken in 2023/ 24 will determine which thematic areas are most pressing for responsive capacity development programmes.

For current projects, training provided aims to improve adherence to the funding contract developed by the Agency including its Schedule of Particulars (SOP) that outlines how funds must be disbursed, reporting requirements, project outcomes and implementation

timeframes.

The number of training opportunities availed is limited by the fact that when offering training, MDDA must fund 100% the costs of participation by attendees in such training. By seeking funding, this may improve the number of training participants and enable the rollout of more localised training activities.

MDDA capacity building is built upon the following three aims:

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

Upskilling of the community media practitioners is integral to the sustainability of the sector.

Programme 5: Innovation, Research & Development

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

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2023/24	MTEF Period		
			2020/21	2021/22	2022/23		2024/25	2025/26	2026/27
A capable, effective and efficient organisation in support of the delivery of the MDDA mandate	Research projects on key trends/developments impacting the community media sector	Number of Research projects undertaken on key trends/developments impacting the community media sector	3	2	2	2	3	2	2
	CSCM Audience Measurement Research Conducted	Number of CSCM Audience Measurement Research Conducted	-	-	-	-	3	3	3

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
Number of Research projects undertaken on key trends/developments impacting the community media sector	3		1	1	1
Number CSCM Audience Measurement Research Conducted	3	-	1	1	1

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

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



Explanation of planned performance over the Medium-Term Period

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

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

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

In 2024/25, four (4) research exercises will be undertaken. This research serves to develop a knowledge repository that will provide insights into sectoral needs, key trends, innovation patterns and proposals on innovative ways to do

things towards sustainability of the sector.

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

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

The new indicator on CSCM Audience Research mea-

surement is in response to a long-standing dilemma on metrics to determine the listenership/ circulation figures for community media. This will be piloted during 2024/25 and insights will be used on how to improve this over the next strategic plan period.



1. Updated Key Risks And Mitigation From The Strategic Plan

Table 4: KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

OUTCOME	KEY RISK	MITIGATION	MITIGATION
Outcome 1: A capable, effective, and ethical organisation in support of the delivery of the MDDA mandate	Insufficient funding for grant MDDA operations	1. Lobbying for the regulation of print industry to contribute towards MDDA funding. 2. Implementation of the fund-raising strategy.	
	Staff morale	1. Employee survey. 2. Continuous staff meetings.	
	MDDA Brand reputation	1. Stakeholder survey. 2. Continuous stakeholder engagements. 3. Media Engagement plan Brand awareness campaign	
Outcome 2: Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	Project funding	1. Cautious conducting of onsite assessment. 2. Implementation of the fund-raising strategy	
	Influence on matters related to the sector	1. Lobby for regulations update 2. Increase participation in sector consultations. 3. encourage media diversity 4. Embrace of digital platforms.	
	Support to the Print Sector	1. Implementation of the industry sustainability model research findings. 2. Lobbying for Government support for Small commercial and community media. (Beginning with Local Government)	
	Increases in non-complaint projects/ writebacks and repeat funding withing an MTEF period	Develop Compliance matrix. Involvement of projects coordinators and legal unit during contracting. 3. Immediate project management communication after contracting. 4. Internal & external contracting workshop / grantee orientation (Grantee orientation).	
Outcome 3: Capacitated, digitally responsive community-based media sector	MDDA Digital Transformation efforts non-responsive to sector needs and having minimal impact	Broadcast and small commercial media organisations moving to online platforms through the industry digitisation and digitalisation program. Revise Community Media Digital strategy	
Outcome 4: Increase in HDI communities accessing media opportunities and information through community and small commercial media	Ineffective training and research initiatives for the sector	Conduct training. Conduct research	



Part D: Technical Indicator Descriptions (Tids)

Programme 1: Governance & Administration

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

2. Indicator title	Number of Cyber security reports produced and approved
Definition	To improve the ICT cybersecurity posture of the organization by reducing the number of successful cyberattacks. Implement a comprehensive cybersecurity program that includes risk assessment, incident response, and security awareness training. Deploy and maintain state-of-the-art cybersecurity solutions, such as firewalls, intrusion detection systems, and endpoint security solutions. Conduct regular security audits and penetration tests to identify and address vulnerabilities. Train employees on cybersecurity best practices and how to identify and report suspicious activity.
Source of data	Number of successful cyberattacks Mean time to detect and respond to security incidents Number of vulnerabilities identified and remediated Employee awareness of cybersecurity best practice
Method of Calculation/ Assessment	Basic count of reports submitted to ARC
Means of Verification	ICT Security software report approved by ARC
Assumptions	Availability of resources MDDA IT Unit fully capacitated
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	The progress towards the goal and objectives will be measured and evaluated on a quarterly basis.
Indicator responsibility	Chief Financial Officer

3. Indicator title	Survey study to determine value of the MDDA Brand and Reputation
Definition	Survey study undertaken to determine value of the MDDA Brand and Reputation
Source of data	Survey results and outcome report
Method of Calculation/ Assessment	Basic count
Means of Verification	Report produced on Reputation and Brand management



Assumptions	Availability of resources
Calculation type	Cumulative (Year-End)
Reporting cycle	Quarterly
Desired performance	Positive contribution to the management of agency reputation in response to identified issues assessed and responded to
Indicator responsibility	Chief Executive Officer

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

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

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

6. Indicator title	Number of media projects provided with digital support
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Definition	Provide digital support to diverse media platforms owned and controlled by communities or small, independent publishers in order for them to make optimal use of digital and social media to enhance communities' access to the media
Source	Three-year community media digital plan
Method of Calculation/ Assessment	Basic count of projects provided with digital support
Means of verification	Reports on projects provided with digital support signed by Executive Manager: Projects
Assumptions	Adequate funding available MDDA projects team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Sustainable digital media accessible to disadvantaged communities
Indicator responsibility	Executive Manager: Projects

7. Indicator title	Community Media Digital strategy developed
Definition	The digital strategy will present the MDDA with a mechanism to manage the challenges and opportunities represented by the rapid rise of digital media in order to offer informed support to the community media sector. The Digital Unit is reviewing the Innovation Digital Strategy (2019/20) to assess the current implementation of the strategy and identify as well as recommend areas for improvement.
Source	Community Media Digital Strategy (2019/20)
Method of Calculation/ Assessment	Basic count
Means of verification	Final Community Media Digital strategy developed and approved by the Board
Assumptions	Adequate funding available MDDA projects team fully capacitated
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Community Media Digital strategy developed
Indicator responsibility	Executive Manager: Projects

Sub-Programme Name 2.2: Monitoring and Evaluation

8. Indicator title	Number of annual evaluation reports generated
Definition	An evaluation report on a topic of relevance to the implementation of mandate of the MDDA
Source	A final approved annual evaluation report, Board minutes
Method of Calculation/ Assessment	Basic count of reports submitted
Means of verification	Board meeting minutes; copy of the report
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	An evaluation report that sets out themes to inform the development of meaningful and impactful capacity-building interventions
Indicator responsibility	Executive Manager: Research, Training and M&E



9. Indicator title	Number of monitoring reports generated on funded projects
Definition	Compliance monitoring of project performance for early detection of challenges faces by supported projects
Source	Copies of CEO approved compliance monitoring reports of projects
Method of Calculation/ Assessment	Basic count of monitoring reports produced
Means of verification	Project Monitoring Reports approved by the CEO
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated Improved working relations between Projects and M&E
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Issues of compliance and sustainability identified early for intervention
Indicator responsibility	Executive Manager: Research, Training and M&E



Programme 3: Partnerships, Awareness and Advocacy

10. Indicator title	Number of stakeholder engagements for non-financial support held
Short description	Interactions including events or one-on-one engagements held with stakeholders to maintain/develop new partnerships with stakeholders to position MDDA as a Thought Leader, and for resource mobilisation
Source	Stakeholder engagement strategy
Method of Calculation/ Assessment	Basic count of engagements
Means of verification	Attendance/meeting register or proof of content approval (CEO) for content shared or pictorial evidence of participation
Assumptions	Primary MDDA stakeholders identified Buy-in from MDDA Management
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Establishment/maintenance of positive relationships with stakeholders leading to signing of partnership agreements (MoAs, MoUs)
Indicator responsibility	Chief Executive Officer

11. Indicator title	Number of media engagements held promoting Thought Leadership
Short description	Media engagements to position the MDDA Brand covering a range of media platforms such as opinion pieces, media statements, quarterly briefings, one on one engagements, radio/TV interviews, dialogues, etc.
Source	Annual Communication Plan
Method of Calculation/ Assessment	Basic count of media engagements
Means of verification	News clipping, e.g., published media statement, radio/tv interview recording/ social media clipping
Assumptions	Buy-in from MDDA Management Capacitated Comms unit to pursue media opportunities
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	High profile, positive MDDA brand value
Indicator responsibility	Chief Executive Officer

12. Indicator title	Number of proposals for funding and support presented to potential and existing stakeholders
Short description	Development and presentation of proposals to identified primary stakeholders in order to increase the MDDA's funding and support base
Source	Fundraising and Support Strategy
Method of Calculation/ Assessment	Basic count of engagements
Means of verification	Proposal submitted or email confirmation of meeting/ receipt of proposal or feedback from the potential and existing stakeholders or proof of payment from the potential and existing stakeholders
Assumptions	Primary MDDA stakeholders identified Buy-in from MDDA Management
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Increased number of non-regulated stakeholders funding and providing non-financial support to MDDA
Indicator responsibility	Chief Executive Officer



Programme 4: Capacity Building and Sector Development

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

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

15. Indicator title	Number of Accredited training programme developed
Short description	Provision of accredited training to enhance competency with the aim of professionalising the Community and Small Commercial Media (CSCM) sector.
Source	Training Programmes, Register of Delegates and Progress Reports
Method of calculation/ Assessment	Basic count of training interventions held
Means of verification	Register of delegates and/or proof of student registration with relevant SETA
Assumption	Adequate funding available for training
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Professionalised CSCM Sector through competency training
Indicator responsibility	Executive Manager: Research, Training & M&E



Programme 5: Innovation, Research & Development

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

17. Indicator title	Number of CSCM Audience Measurement Research Conducted
Short description	Reliable audience measurement research to improve Community and Small Commercial Media (CSCM) sustainability
Source	Contract with service provider, progress reports, tranche payments
Method of calculation/ Assessment	Basic count: Audience Measurement Reports
Means of verification	Contract signed with the service provider
Assumption	Funding available in the research budget
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Better audience engagement, adequate and compelling content, revenue generation.
Indicator responsibility	Executive Manager: Research, Training & M&E



Annexures To The Annual Performance Plan

Annexure A: Amendments To The Strategic Plan

None

Annexure B: Conditional Grants

Table 5: Conditional Grants

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

Annexure C: Consolidated Indicators

None

Annexure D: District Development Models

None







mdda
MEDIA DEVELOPMENT & DIVERSITY AGENCY



20 YEARS