

# Media Development & Diversity Agency (MDDA)

## Annual Performance Plan for 2021/22



The Media Development & Diversity Agency (MDDA) is a statutory development agency for promoting and ensuring media development and diversity, set up as a partnership between the South African Government and major print and broadcasting companies to assist in (amongst others) developing community and small commercial media in South Africa. It was established in 2003, in terms of the MDDA Act No. 14 of 2002, and started providing grant funding to projects on 29 January 2004.

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## EXECUTIVE AUTHORITY STATEMENT

It gives me great pleasure as the Executive Authority to submit the 2021/2022 Annual Performance Plan of the Media Development and Diversity Agency (MDDA). This report describes and details the activities the Agency plans to achieve for the period 1 April 2021 to 31 March 2022.

The development of this Annual Performance Plan has been guided by the MDDA Strategic Plan for 2020/2021 - 2024/2025, which speaks directly to the national policy priorities and the Constitution Act, 1996 (Act No. 108 of 1996).

As a powerful force in giving a voice to our people, building skills and creating employment, the community-based media sector plays a critical role in driving the transformational agenda as outlined in the National Development Plan and the Electoral Mandate. The role community-based media plays in fostering social cohesion by bringing communities together and in nation-building is also immeasurable.

Furthermore, while the Covid-19 pandemic that hit our country in 2020 has severely damaged the sustainability of the already fragile community media sector, it has also sharply highlighted the value of the sector. Speaking to our communities in their chosen languages, community media projects have played a significant role over the past year, both in keeping our communities informed of the pandemic, as well as educating them in measures to take to protect themselves and their fellow citizens from the risk of this devastating virus.

For the past 17 years, in line with its statutory mandate, the MDDA has consistently sought to redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and media industry. As a result, the Agency has rapidly increased both the number and reach of the projects it supports.

However, despite the significant strides made in media freedom, the media landscape across South Africa does not uniformly exhibit a fully-entrenched diversity and recognition of indigenous languages and culture, while the local media face ongoing sustainability challenges – only exacerbated by the virus currently plaguing our country. In this context, the MDDA continues to play a critical role in working towards ensuring a flourishing, sustainable and robust local media sector – a sector which supports nation building as well as defends and strengthens our democracy, social cohesion and good governance.

In addition, as the world embraces the essentials of an information society, and the Fourth Industrial Revolution becomes ever more of a reality, it is critical that all citizens have access to the widest range of information in order to participate effectively in an increasingly connected world. For us as South Africans, such advances mean new opportunities for redefining new media related development approaches. The role of the MDDA has never become more relevant than now, particularly as we witness consolidation of the media houses which threatens diversity of views in the media space.

With the MDDA nearing the end of its second decade of existence, much has changed. The media landscape is very different to that of 2002 when the MDDA Act, No 14 of 2002, was promulgated. As a result, a review

of the MDDA Act and its associated regulations has commenced in order to ensure that the MDDA further embeds and accelerates its impact on media transformation.

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



Ms Khumbudzo Ntshavheni (MP)  
Acting Minister in The Presidency  
Executive Authority

## STATEMENT BY THE DEPUTY MINISTER

It is with great pleasure that I present to you the MDDA's Annual Performance Plan for the financial year 2021/2022.

The electoral mandate as set out by the President of South Africa in his State of the Nation Address in July 2019 combined with the South African Government's commitment to the recently launched District Development Model has underscored the invaluable work the MDDA has done in the nearly 20 years of its existence.

Looking back to 1994, South Africa had emerged from apartheid with a highly monopolised media industry, characterised by very limited diversity of news or opinion, and suppression of the voice of black people. The new South Africa recognised the urgent and critical need for transformation of the media environment based on the key principles of freedom of expression, the critical role of the media in a democratic state and access to information, as cornerstones of our democracy.

Diversity was then - and is still seen - as a way in which new voices / sources could be incorporated in the media environment, providing wider access and choice of media. It goes without saying that media, and particularly community media, was and is a critical tool through which the engagement of especially the poor and the marginalized can be ensured. Only through open dialogue and engagement among all stakeholders can a sustainable and healthy democracy and future be built.

Today, the need for such diversity has only increased in importance as, globally, media has become more concentrated, limiting access, expression of diverse views and opinions and choice of sources of news. Furthermore, indigenous languages the world over are under threat of disappearing completely and the role of community and small commercial media in language preservation must not be underestimated. Such media raises the prestige of a peoples' heritage language and instills pride in younger generations, solidifying the fact that their language is relevant, living and useful.

While the future holds many exciting possibilities, particularly with the advent of the Fourth Industrial Revolution, which has the potential to radically expand our communities' access to information, there are numerous challenges facing the sector. Besides the misuse of media to spread fake news and the disruption to all aspects of their business from the advent of the digital era, the chronic battle for survival is the biggest concern for most community and small commercial media projects. This is especially so for those serving poor, rural communities, and was brought into sharp relief towards the end of the financial year under review with the economic upheaval caused by the Covid-19 pandemic.

Structurally, the sector is beset by factors such as financial challenges, lack of training, location in the poorer communities, reliance on volunteerism and lack of access to important marketing tools, such as reliable audience figures.

The MDDA will therefore continue in 2021/2022 its vital work of supporting the establishment and development of community and small commercial media both through funding and capacity building support. The 2021/2022 Annual Performance Plan of the MDDA is a reflection of the Agency's commitment to supporting

the community and small commercial media sector, the societal benefit of which should not be underestimated. Apart from keeping people informed and connected, they also provide employment and job creation opportunities.

I hereby approve and endorse this Annual Performance Plan and commit to support the MDDA in its implementation and, thereby, the delivery of its mandate to transform and diversify South Africa's media landscape.



Thembi Siweya (MP)  
Deputy Minister in the Presidency

## ACCOUNTING AUTHORITY STATEMENT

It is with great pleasure as the Chairperson of the MDDA to present the Agency's Annual Performance Plan for the period 2021/2022.

The community media sector is in the midst of exciting changes brought about by the Fourth Industrial Revolution and the increasing trend to digital news sites and forms of story-telling. Such developments are having a significant impact on community media and are reinforcing the important role the MDDA plays in leading discussions on necessary changes for the sector.

Strengthening the role of the MDDA in social transformation and access to information for all requires that the Agency expands its activities to reach a much wider audience through innovative means and public platforms. This includes directing greater attention to vulnerable groups, such as women, children, with particular focus on child rights, and people with disabilities.

As part of its commitment to proactively leading advocacy and lobbying interventions, the MDDA will intensify its efforts to support policy development through input and contributions, as well as focus greater attention on forming partnerships with sector bodies. The latter will be intended to mobilise resources across the sector to the benefit of community media.

Other initiatives include increasing the MDDA's contribution to sector capacity building, in particular by supporting governance and content generation training. As a result, while the core activity of the MDDA remains grant and seed funding for community media projects, the Agency intends to reinforce its capacity building, training, advocacy and lobbying roles.

The MDDA will support the implementation of digital media through supporting both broadcast and print projects to ensure that they operate effectively in this new digital environment.

With the Agency now in operation for more than 15 years, the media landscape is very different from that when the MDDA was conceived. The Agency will therefore continue to carry out research in the sector and interrogate the implementation of the findings. This will allow the MDDA to identify gaps in the sector and improve its intervention measures.

On behalf of the MDDA, I commit the Agency to working closely with our Executive Authority, our sister entities and sector bodies to support and engage community and small commercial media in nation building and social cohesion initiatives.



Mr Ndivhuho Norman Munzhelele  
**Chairperson of the MDDA Board**

## ACCOUNTING OFFICER STATEMENT

The financial year 2021/2022 marks the second year of the new five-year cycle in which the MDDA strategic direction, and the impact it strives to make, is based on a number of critical inputs, including the socio-political and economic environment prevailing in South Africa; Government's Medium Term Strategic Framework (MTSF), the community media sector and the broader media environment in the print, broadcast and digital platforms; and the relevant legislation.

This Annual Performance Plan (APP) for 2021/2022 is designed to give effect to the MDDA's strategic plan, submitted for 2020/2021 – 2024/2025, which identifies the Impact and Outcomes the Agency will strive to achieve over the next five years. This Annual Performance Plan (APP) has therefore been developed within the context of the identified Impact and Outcomes, detailing the key performance indicators and targets that the Agency seeks to achieve in the upcoming budget year to contribute to the achievement of the Agency's strategic plan.

As the APP outlines, the Agency's core activity will continue to speak to the focus area of its mandate, that of funding community and small commercial media, but with an increased emphasis on the non-financial support aspect of the mandate. Capacity Building is a critical component of the MDDA's mandate as, if the community media sector is to become sustainable, targeted training, mentoring and other upskilling interventions are urgently required. As a result, the MDDA will, in 2021/2022, place focus on the implementation of a robust capacity building strategy that speaks directly to the skills gaps experienced by the sector, covering disciplines from financial management right through to content development.

Increased focus will also be placed on research in the 2021/2022 financial year in order to guide, not only the Agency's capacity building initiatives, but also the grant funding decisions. Apart from fully understanding the rapidly changing media landscape, information, such as the economic environment in which our beneficiaries operate and their potential for revenue generation; is critical to providing focused support, be it financial or non-financial. In this way we hope to assist the sector towards self-sustaining in the medium to long term – depending on what the research finds. As a result, an important activity of the 2021/2022 year is research into the development of a Community Media Sustainability Model.

I would like to express my gratitude to the Board of the MDDA and the Executive Authority for their support and the trust they continue to place on me. Together with my Executive team, my immediate priority is to maintain a coherent and high performing team, equipped to provide meaningful leadership to a community media sector that is facing an exciting but also potentially disruptive environment, brought about by the onset of the Fourth Industrial Revolution (4IR).



**Zukiswa Potye**  
Chief Executive Office



## OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the MDDA under the guidance of The Minister in the Presidency.
- Takes into account all the relevant policies, legislation and other mandates for which the MDDA is responsible.
- Accurately reflects the annual performance targets, which the MDDA will endeavour to achieve in 2021/2022.



**YASEEN ASMAL**  
Chief Financial Officer

Signature: \_\_\_\_\_



**ZUKISWA POTYE**  
Accounting Officer

Signature: \_\_\_\_\_



**NORMAN MUNZHELELE**  
Accounting Authority

Signature: \_\_\_\_\_

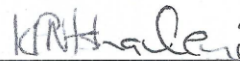
THEMBI SIWEYA (MP)  
Deputy Minister in The Presidency

Signature: \_\_\_\_\_



KHUMBUDZO NTSHAVHENI (MP)  
Executive Authority

Signature: \_\_\_\_\_



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## **PART A: OUR MANDATE**

The Media Development and Diversity Agency (MDDA) is a schedule 3A public entity in terms of the Public Finance Management Act. The entity operates in terms of the MDDA Act, No. 14 of 2002.

### **1. Updates to the relevant legislative and policy mandates**

There are no updates to the relevant legislative and policy mandates as detailed in the 2020/2021 – 2024/2025 MDDA Strategic Plan.

The process to amend the MDDA Act No. 14 of 2002 has commenced.

The establishment of the Media, Advertising and Communications (MAC) Charter Council is at an advanced stage. The MAC Charter Council is directed towards ensuring that transformation in the sector is promoted, monitored and reported on annually in line with the provisions of the Broad-based Black Economic Empowerment Act of 2003, as amended. Given that the Charter promotes responsible social marketing and communications to aid true transformation and greater citizenship, the council will reinforce the work of the MDDA to promote and grow a sustainable and diverse media landscape in South Africa.

### **2. Updates to Institutional Policies and Strategies**

There are no updates to the institutional policies and strategies as detailed in the 2020/2021 – 2024/2025 MDDA Strategic Plan.

### **3. Updates to Relevant Court Rulings**

There are no updates to relevant court rulings as detailed in the 2020/2021 – 2024/2025 MDDA Strategic Plan.

## PART B: OUR STRATEGIC FOCUS

### 4. Updated Situational Analysis

The Strategic Plan for the period 2020/2021 to 2024/2025 and the Annual Performance Plan for 2021/2022 of the Media Development and Diversity Agency (MDDA) are informed by:

- The socio-political and economic environment prevailing in South Africa;
- The National Development Plan (NDP) and macro environment;
- The community media sector and the broader media environment in the print, broadcast and digital platforms; and
- Relevant legislation: direct and indirect.

Informed by these, the Agency has concluded the following situational analysis.

#### 4.1 External Environment

The onset of the Covid-19 pandemic, which swept across the world in 2020, and which still continues, has had a significant impact on the external environment in which the MDDA operates. The depressed economy was severely aggravated by the lockdown imposed by the South African Government in an effort both to limit the spread of the virus and to prepare South Africa's medical facilities for dealing with Covid-19 patients. This has in turn impacted on the community and small commercial media who saw their already fragile sustainability further weakened by falling revenue as advertisers, both private and public sector, introduced cost containment measures.

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

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

##### 4.1.1 Social imperatives

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

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

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

the NDP 2030 target of zero proportion of households with a monthly income level of R419 (in 2009 prices).

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

The NDP targets a drop of unemployment levels from 27% in 2011 to 6% by 2030. To achieve the NDP target, we therefore need an additional 700 000 jobs per year, requiring the creation of eleven million (11 000 000) jobs.

South Africa is significantly behind the target. In quarter 1 of 2019 for example, South Africa saw structural unemployment of 27.6%, with youth unemployment making up 54.7% (15-34 age cohorts).

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

Gender inequity also remains a reality in the workplace and in the community media sector. A Glass Ceilings study in 2018, jointly conducted by Gender Links and SANEF and supported by the MDDA, highlights the fact that, while the media industry is changing with more women in senior roles, inequality and inequity persist. While South Africa does boast notable media exceptions, it cannot be denied that women are still under-represented in the media, both at senior levels from ownership and Board level to station management and editors, and in the newsroom.

As with youth, supporting women owned and/or managed community media projects must be a focus area of the MDDA in the delivery of its mandate.

In addition, as highlighted by the President of South Africa on 18 June 2020, the country is also in the midst of a second, equally serious pandemic, that of gender-based violence (GBV).

Since the outbreak of COVID 19, the United Nations Women has indicated that 243 million women and girls between the ages of 15-49 have been victims of sexual/physical violence perpetrated by their intimate partners in the last 12 months. This means that 18 per cent of women globally have been victims of GBV. Another shocking statistic is that in 2017, the World Health Organisation (WHO) found that 38% of women killed globally were murdered by their husbands. What remains clear is that GBV is a global violation of human rights and has a great impact on the victims and their families. In South Africa in the year 2018/19, 2771 women were murdered and 3445 cases of attempted murder were opened (Africa Check, 2020). In the same year there were 36 597 recorded cases of sexual offences against women (Africa Check, 2020). Since the first week that the Covid-19 lockdown started in South Africa, from 26-31 March 2020, 2 300 complaints of GBV have been recorded (Africa Check, 2020).

The MDDA must encourage and facilitate, through training, the imperative for community and small commercial media to improve their coverage on gender and GBV by ensuring that innovative ways are utilised to unpack difficult concepts and cover sensitive issues in an ethical manner.

#### 4.1.2 Technological imperatives

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

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

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

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

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

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

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

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

### 4.1.3 Economic imperatives

The Covid-19 pandemic and concomitant national lockdown were a significant blow to the South African economy which was already performing weaker than expected, with year on year economic growth remaining below 2% since 2014 against the NDP target of 5% growth per annum, and growth slowing from 1.3% in 2017 to 0.8% in 2018. In his 2019 Budget Vote Speech, Finance Minister Tito Mboweni noted that the government expects a slower but still steady recovery after the 2018 technical recession. South Africa, he said, is a small open economy impacted by events in the global economy. But world growth is now expected to slow, constraining South Africa's export growth forecast.

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

These financial constraints impact both the Agency itself, in terms of funders, as well as the community media who are competing with mainstream media in an ever more cost constrained environment for advertising revenue, whilst facing high operating costs. Currently community broadcast projects face the threat of being switched off by SENTECH due to inability to pay transmission costs, while printing and distribution comprises some 80% of newspaper costs. The MDDA's role is therefore to assist the community media sector in finding more affordable means of broadcasting/publishing, by, for example moving, to self-transmission or to digital platforms.

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

### 4.1.4 Environmental imperatives

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

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

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



#### 4.1.5 Political imperatives

The current political environment suggests that the MDDA will continue to operate within the legislative and policy framework adopted by Government as reflected through the NDP 2030, MTSF and the Medium-Term Expenditure Framework (MTEF). The new MTSF is now defined by the NDP Five Year Implementation Plan for the seven priorities presented in the Electoral Mandate outlined in the June 2019 SONA.

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

The MDDA reported into the Department of Communications following the establishment of the Department of Communications as gazetted in Proclamation, No. 47 of 15 July 2014. Following the National Elections of 8 May 2019 and the announcement of the restructuring of Ministerial Portfolios, the MDDA has been transferred to the Minister in the Presidency (Executive Authority). As a result, there appears to be a move to greater political stability at this level, which should in turn impact on the stability of the Agency, and the MDDA Board, which has in the past being unable to form a quorum due to high Board vacancy rates.

#### 4.1.6 Legal imperatives

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

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

At a national level, freedom of expression and of the media is affected by laws at several different levels, with the South African Constitution (1996) representing some of the most progressive modern constitutional thinking on media freedom. However, in order for a truly enabling environment to be provided in which community-based media can flourish, other statutory instruments are required. The MDDA therefore has a vital role to play in ensuring that such statutory instruments are passed, for example regulating the 30% advertising spend by Government on community-based media and providing input into regulations for digital radio and online media in general.

#### 4.1.7 Ethical imperatives

With Transparency International Corruption Perceptions Index (CPI) for 2018 having ranked South Africa 73 out of the 180 countries and territories assessed, the fight against corruption is one of the major priorities of Government.

In both its own internal processes and the behaviour of its beneficiary projects, the MDDA has a major role to play in reinforcing the Government's zero tolerance stance towards corruption in the public and private sector. The Agency's funding policy, introduced in 2019, is designed to ensure a

transparent and fair method of selecting community-based media projects for funding, while more stringent monitoring and evaluation (M&E) and contracting/reporting requirements enforce compliance and good governance by MDDA beneficiaries.

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

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

## 4.2 MDDA Impact Study

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

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

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

However, the study found that as much as there has been progress, limitations – both in terms of the broader media landscape and the Agency itself - had impacted the sector negatively.

Firstly, the MDDA's budget was restrictive in that the organisation received just under half the amount required if it were to service all the proposals that it received. The MDDA is therefore launching a funding strategy in light of its limited budget, as well anticipated cuts in the income it receives from Government and the mainstream broadcast sector. Laws and regulations also determine how funding is to be allocated and, while media projects do receive the majority allocation, training and capacity building identified as a core need receives a fraction of this amount. A review of the MDDA Act No 14 of 2002 has therefore commenced, while it is also planned to review the MDDA regulations in 2021/2022.

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

The study reported that internally, MDDA had been weakened, with, at the time, staff capacity to respond to challenges poor, and many senior manager posts vacant. Board members changed frequently contributing to organizational instability. Systems, such as pre-assessment, monitoring and evaluation etc., required revision so that they could be used as early warning mechanisms when projects were failing to implement in line with contract obligations. Progress in filling vacancies over the past two years has now reduced the vacancy rate to below 10% while contracting has been strengthened. Project management and the monitoring and evaluation systems will be reviewed in 2021/2022.

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

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

Overall, it was concluded that the long-term success of the sector requires that changes are made – in this instance to strengthen the MDDA so that it is able to play a role in bringing together project partners, allocating funds appropriately, and in training and developing capacity for the long-term sustainability of the sector. A sector skills assessment was concluded in 2020 and this has formed the basis of the MDDA's sector capacity building strategy going forward.

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

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

### 4.3 Internal Environment

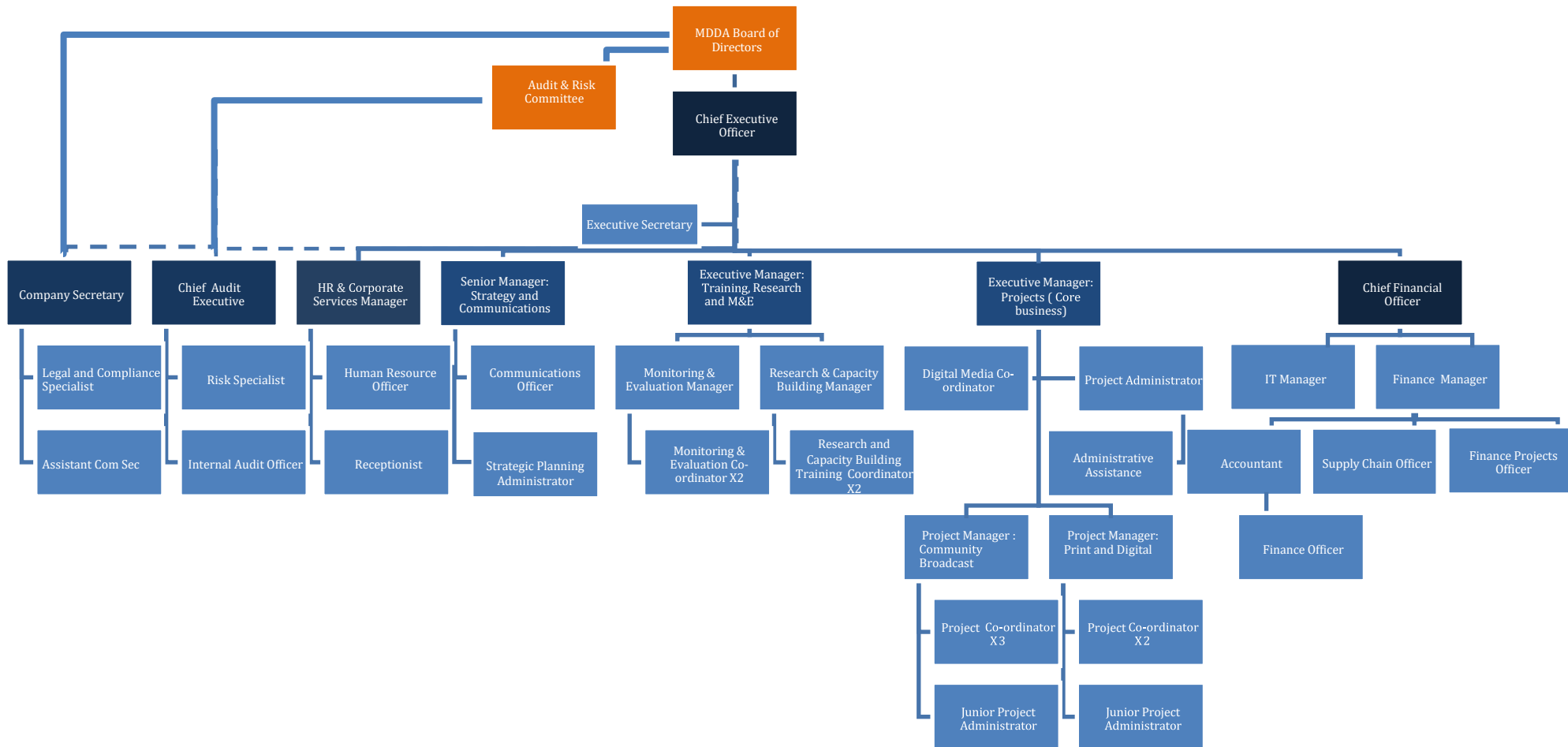
The enabling legislative environment and the positioning of the MDDA in the Presidency entrenches the relevance of its value proposition. The core of the MDDA are the Programmes: Grant and Seed Funding; Capacity Building and Sector Development; and Innovation, Research and Development.

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

#### 4.3.1 Organisational Environment Situational Analysis

<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Experienced staff</li> <li>• Young, Innovative and energetic staff</li> <li>• Track record of delivery</li> <li>• Clear mandate as grant making Agency</li> <li>• Policies in place</li> <li>• Well defined beneficiaries</li> <li>• Good skills match with mandate</li> <li>• Well defined values</li> </ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"> <li>• Some key competencies, eg in digital media, missing</li> <li>• Underfunded, especially print media</li> <li>• Divisions in staff complement</li> <li>• Lack of proper record management</li> <li>• Board vacancies</li> <li>• Structure does not encourage growth and no succession planning</li> <li>• Highly centralised mandate</li> </ul>
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>• Dynamic environment provides opportunity to conduct ground-breaking media research on key industry trend/developments</li> <li>• Opportunity for strategic partnerships to promote collaboration</li> <li>• Digitisation presents opportunities for projects greater media reach and reduced costs</li> <li>• Growing relationship with stakeholders</li> <li>• Government commitment to social cohesion underscores MDDA mandate</li> </ul>
<b>Threats</b>	<ul style="list-style-type: none"> <li>• Cost containment drive by Government and Private Sector threaten MDDA budget</li> <li>• Slow review of legislation</li> <li>• Cyber threats</li> <li>• Uncompetitive practices</li> </ul>

### 4.3.2. Organisational Structure



As of January 2021, there was a total permanent staff complement of 38 out of 41 approved positions. The current workforce is diverse ranging in age and gender, with 96% of MDDA employees black (African, Indian and Coloured), of which slightly more than 50% are women.

The MDDA is committed to the principles of equity, non-discrimination and diversity enshrined in the Constitution and the Employment Equity Act (1998) as amended. It aims to employ a diverse staff complement, which is a geographical representation of our society, and create equal employment opportunities for all. The MDDA's Employment Equity Policy and Plan aim to advance and protect previously disadvantaged individuals by providing opportunities for career advancement, growth, training and development.

The entity is also committed to investing in skills and capacity among its internal stakeholders; creating a conducive working environment; creating a high performing team; and ensuring human polices are gender sensitive. The organisation will develop and review a human resources strategy. This will be developed over the medium-term expenditure (MTEF) period.

#### 4.3.3 Financial perspective

The strategic objective for this perspective is to strengthen, grow and protect the MDDA funding base. The MDDA currently receives funding appropriated by the Parliament in terms of the Public Finance Management Act, and from broadcasters via the USAF levy. The MDDA has been notified of budget cuts by Government going forward, in light of its cost containment measures.

The revenue of the MDDA was affected by the fact that the print sector withdrew its funding, indicating the need to determine the impact of its funding before committing to a new funding agreement. This funding gap resulted in a decrease in the number of small commercial media and community print projects able to be funded by the Agency. The MDDA continues to engage with the print media, who have indicated that they have seen encouraging developments at the Agency in terms of governance and stability and have expressed their willingness to work with the MDDA in support of the community and small commercial media sector.

The financial management and internal control systems of the MDDA have been upgraded to ensure tight cost containment and avoidance of irregular, fruitless or wasteful expenditure.

The entity is finalising a fundraising strategy that it will implement to gradually increase its funding base by identifying and lobbying for support from new sources of funding, including foreign donors.

#### 4.3.4 Stakeholder perspective

The MDDA delivers its work through strategic partnerships with other Government departments, industry bodies and stakeholders and aligns its performance programmes to

contribute towards the realisation of key priorities of the National Development Plan (NDP) and of the Electoral Mandate.

Government's Medium Term Strategic Framework (MTSF) identifies seven priorities for 2019-2024 to form the basis of the NDP Five Year Implementation Plan. These priorities were derived from the Electoral Mandate outlined in the State of the Nation Address (SONA) by the President of South Africa in June 2019, in order to put the country on a positive trajectory towards the achievement of the 2030 vision. The seven priorities are as follows:

- Pillar 1: A strong and inclusive economy
  - Priority 1: Economic transformation and job creation
- Pillar 2: Capabilities of South Africans
  - Priority 2: Education, skills and health
  - Priority 3: Consolidating social wage through reliable and quality basic services
  - Priority 4: Spatial integration, human settlements and local government
  - Priority 5: Social cohesion and safe communities
- Pillar 3: A capable state
  - Priority 6: A capable, ethical and developmental state
  - Priority 7: A better Africa and World

Three of the priorities have specific relevance to the MDDA, namely:

- Priority 1: Economic Transformation and Job Creation speaks to the MDDA's mandate to "Encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups;" and to "Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst historically disadvantaged groups".
- Priority 5: Social Cohesion and Safe Communities speaks to the role of community media in strengthening and building communities, and in social cohesion by bringing communities together. Community media is a cornerstone of public participation and active citizenship, promoting transparency, giving communities the opportunity to add their views and aspirations to the public discourse in the country. Community media's mandate is to report on stories reflecting community beliefs and concerns and aspirations of the community.
- Priority 6: A Capable, Ethical and Developmental State speaks to the values of the MDDA as a public entity in ensuring the highest levels of good governance of both the Agency and the media projects it supports. In addition, the MDDA takes a development approach to the community media sector by granting funds and building capacity in order to enhance sustainability.

With the MDDA reporting through the GCIS into the Presidency, the MDDA's work is also aligned with that of the GCIS. The MDDA's mandate to diversify the media landscape in South

Africa through a buoyant, people-centred and diversified community media sector accessible to all speaks directly to the impact that the GCIS strives to make on the country: namely that of Informed Citizens and Integrated Communication System

Partnerships with ICASA and SENTECH, as a signal distributor and State-Owned Entity, remain key to enhancing uninterrupted community broadcast services that provide the majority of South Africans with access to information and a platform to express themselves and contribute to participatory democracy.

As part of the media transformation mandate, the Agency works in partnership with industry bodies such as National Association of Broadcasters (NAB), National Community Radio Forum (NCRF) and Association of Independent Publishers (AIP). The aim is to create sustainable models for grassroots and independent media that are owned by communities and small and medium enterprises (SMME) and are produced in indigenous languages.

During the medium-term expenditure (MTEF) period, the entity will identify other partners it can collaborate with, to ensure all aspects of its mandate are implemented. These include improving the culture of learning and reading; digital migration; building a sustainability model through research; etc. Initial discussions have taken place with NEMISA on skills development for the sector; the Wits Radio Academy on sustainability research collaboration; and Seda on the development of premium content, incubation programmes and capacity building in the Sector. Other partnerships that are expected to yield value in the coming three years include the Memorandum of Agreement signed with the MICT Seta and concluding a partnership or areas of collaboration with Facebook South Africa.

The entity will ensure there is continuous engagement of its stakeholders, through various platforms; and will also ensure there is consistent communication to all its stakeholders on a monthly basis. This will be done to increase the visibility of the brand and to drive the narrative about the entity's work and its partners.

#### 4.3.5 Business process perspective

The strategic objective is to strengthen MDDA processes, systems and procedures. As a media development agency, the MDDA should lead compliance and accountability measures.

The Agency's monitoring and evaluation framework will be revised to ensure that grant funded projects are compliant with the relevant funding agreements and that all identified gaps in the monitoring process are corrected to give effect to the planned impact.

The MDDA is currently at 93% capacity and the organisational structure has been reviewed to deliver on its mandate in a rapidly changing environment. This includes skills that will enable the Agency to assist the community media in this digital era. All positions included in the new structure are funded.

The entity plans to automate most of its internal processes over the next three years, moving towards minimal paper usage. Also, as the country moves towards a digital society, the entity must be at the cutting edge in innovation and technology usage. Use of technology increases



the speed at which news is shared and consumed; and internally it creates better and more efficient processes.

#### 4.3.6 Learning and growth perspective

The MDDA is focused on establishing and nurturing an environment conducive to learning, growth and development. Over the coming three years, and through its human resources strategy, the MDDA will build skills and capacity that are geared for the Fourth Industrial Revolution and other digital technologies. This is because the entity must drive the revolution of the community and small commercial sector and, without requisite skills, it will fail the sector.

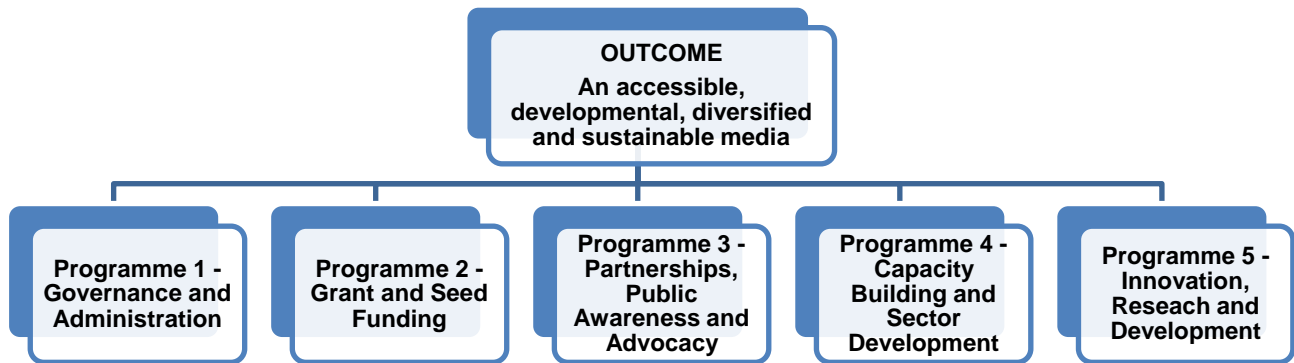
Management and the Board are also committed to ensuring enough managerial technical capabilities are built to ensure internal staff can assume senior positions when the time comes. Technical skills will also be built over time through working with industry experts that will impart these skills to staff.

## PART C: MEASURING OUR PERFORMANCE

### 5. Institutional Programme Performance Information

#### MDDA Programme Structure

The MDDA programme structure comprises five programmes, as shown below. Programme 2: Grant and Seed Funding is the core activity in delivery of the MDDA mandate.



### Programme 1: Governance and Administration

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

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Capable, effective, and ethical organisation in support of the delivery of the MDDA mandate by 2024	Unqualified audit with no significant findings	1. Unqualified audit with no significant findings	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit with no significant findings	Unqualified audit with no significant findings	Unqualified audit with no significant findings
		2. Fraud prevention and risk management strategies implemented	-	-	-	New Indicator	Fraud prevention and risk management strategies implemented	Fraud prevention and risk management strategies implemented	Fraud prevention and risk management strategies implemented
	Financial Performance	3. Percentage of invoices processed for payment within 30 days	-	-	-	New indicator	100%	100%	100%
		4. Percentage of Fruitless and Wasteful Expenditure incurred	-	-	-	New indicator	0%	0%	0%

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
		5. Percentage of Irregular Expenditure incurred	-	-	-	New indicator	0%	0%	0%
	Business Process Automation	6. Number of Business Processes automated	-	-	-	New indicator	Business Process Automation Plan developed	1	1
	Human Resources Strategy	7. Human Resources Strategy submitted to Board for approval	-	-	-	New indicator	Human Resources Strategy submitted to Board for approval	60% of Human Resources strategy goals achieved	70% of Human Resources strategy goals achieved
	Employment Equity Plan	8. Employment Equity Plan submitted to Board for approval	-	-	-	New indicator	Employment Equity Plan submitted to Board for approval	60% of Employment Equity Plan goals achieved	70% of Employment Equity Plan goals achieved

### Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
1. Unqualified audit with no significant findings	Unqualified audit opinion	Unaudited annual financial statements and performance information submitted to the National Treasury	Unqualified audit with no significant findings obtained	Audit Action Plan developed	Audit Action Plan submitted to Audit & Risk Committee

2. Fraud prevention and risk management strategies implemented	Fraud prevention and risk management strategies implemented	Annual Fraud Prevention Plan submitted to the Board for approval	Quarterly risk mitigations review report submitted to ARC for recommendation to the Board	Quarterly risk mitigations review report submitted to ARC for recommendation to the Board	Quarterly risk mitigations review report submitted to ARC for recommendation to the Board
		Annual risk register submitted to ARC for recommendation to the Board	Fraud hotline reports submitted to ARC	Fraud hotline reports submitted to ARC	Fraud hotline reports submitted to ARC
3. Percentage of invoices processed for payment within 30 days	100%	100%	100%	100%	90%
4. Percentage of Fruitless and Wasteful Expenditure incurred	0%	0%	0%	0%	0%
5. Percentage of Irregular Expenditure incurred	0%	0%	0%	0%	0%
6. Number of Business Processes automated	Business Process Automation Plan developed	-	-	Business Process Automation Plan drafted	Business Process Automation Plan finalised
7. Human Resources Strategy submitted to Board for approval	Human Resources Strategy submitted to Board for approval	Human Resources Strategy draft finalised for submission to Board	Human Resources Strategy submitted to Board for approval	-	-
8. Employment Equity Plan submitted to Board for approval	Employment Equity Plan submitted to Board for approval	Employment Equity Plan finalised for submission to Board	Employment Equity Plan submitted to Board for approval	-	-

## Programme 2: Grant and Seed Funding

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

### Sub-Programme 2.1: Community and Small Commercial Media

**Purpose:** The purpose of this sub-programme is to facilitate ownership, control and access to information and content production of community and small commercial media by historically disadvantaged communities by 2024.

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
A diverse and sustainable community-based media	Community broadcast projects funded	8. Number of grant funding applications for community broadcast projects approved by the Board	8	29	18	20	20	20	20
	Community and Small Commercial Media digital/print projects funded	9. Number of grant funding applications for small commercial print and digital media projects approved by the Board	6	12	10	8	6	6	6

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Digital responsive community-based media sector by 2024	Community Media digital strategy implemented	10. Number of media projects provided with digital support	-	-	Community Media digital strategy commissioned	Community Media digital strategy and 3-year plan submitted to Board for approval	13	16	20

### Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
8. Number of grant funding applications for community broadcast projects approved by the Board	20	-	-	20	-
9. Number of grant funding applications for small commercial print and digital media projects approved by the Board	6	-	-	6	-
10. Number of media projects provided with digital support	13	3	4	3	3

### Sub-programme 2.2: Monitoring and Evaluation

**Purpose:** The purpose of this sub-programme is to monitor and evaluate input, output and compliance to MDDA grant-in-aid contracts to measure the effectiveness and efficiency of MDDA support by 2024.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Compliance and impact of MDDA grant support monitored and evaluated for effectiveness	Annual evaluation of M&E reports	11. Annual evaluation report on funded projects identifying thematic findings from M&E reports approved by the Board	-	-	Final annual evaluation report submitted to Board for approval	Final annual evaluation report submitted to Board for approval	Final annual evaluation report approved by the Board	Final annual evaluation report approved by the Board	Final annual evaluation report approved by the Board
	Monitoring & evaluation reports on compliance to MDDA grant-in-aid contracts & impact of the MDDA support	12. Number of monitoring reports on projects compliance to MDDA grant-in-aid contracts produced	80	86	80	80	65	65	65
	Evaluation reports	13. Number of evaluation reports on the impact of the MDDA support produced	35	10	2	2	1	1	1



## Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
11. Annual evaluation report on funded projects identifying thematic findings from M&E reports approved by the Board	1	-	-	-	Final annual evaluation report approved by the Board
12. Number of monitoring reports on compliance to MDDA grant-in-aid contract produced	65	20	20	20	5
13. Number of evaluation reports produced	1	-	-	-	1

### Programme 3: Partnerships, public awareness and advocacy

**Purpose:** This programme seeks to position the MDDA as a leading influencer and authoritative voice in the community and small commercial media, through implementation of strategic partnerships to carry out media development and diversity interventions and creating a positive image in pursuance of MDDA's mandate to grow the community and small commercial media by 2024

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
A diverse and sustainable community-based media	Stakeholder engagements for support of the community and small commercial media	14. Number of stakeholder engagements held	-	-	-	New indicator	4	4	4
	Media engagements to position the brand MDDA	15. Number of media engagements held	-	-	-	New indicator	12	12	12
	Fundraising initiatives for support of community and small commercial media	16. Number of proposals for funding and support presented to potential and existing stakeholders				New Indicator	6	6	6

**Indicators, Annual and Quarterly Targets**

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

#### Programme 4: Capacity building and sector development

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

#### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
Capacitated, community-based media sector by 2024	Training interventions aimed at capacitating the community media with skills aligned to sector specific needs	17. Number of training interventions aimed at capacitating the community media with skills aligned to the findings of the 2020/21 skills assessment	5	9	6	6	6	6	6
	Media literacy workshops	18. Number of media literacy workshops conducted	0	1	3	3	2	2	2
	Culture of reading initiatives	19. Number of reading initiatives held	-	-	-	New indicator	1	1	1

#### Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
17. Number of training interventions aimed at capacitating the community media with skills aligned to the findings of the 2020/21 skills assessment	6	-	2	2	2
18. Number of media literacy workshops conducted	2	1	-	1	-
19. Number of reading initiatives held	1	-	1	-	-

### Programme 5: Innovation, Research and Development

**Purpose:** The MDDA Act 14 of 2002 on Section 3 (VI) outlines the objectives of the Agency to include (amongst others) to “encourage research regarding media development and diversity”. There is also a lack of research and information specific to the sectors that inform programme development and strategic focus (e.g. not much information on the number of indigenous language newspapers in SA, number of readers of such newspapers, etc.). The purpose of this programme is therefore to champion research, development and innovation to create a media development and diversity body of knowledge by 2024.

### Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2020/21	MTEF Period		
			2017/18	2018/19	2019/20		2021/22	2022/23	2023/24
A diverse and sustainable community-based media	Research projects on key trends/developments impacting on community media sector	20. Number of Research projects funded on key trends/developments impacting on community media sector	1	3	1	3	2	2	2
	Community Media Sustainability Model	21. Community Media Sustainability Model developed	-	-	-	Study into development of Community Media Sustainability Model commissioned	Community Media Sustainability Model draft research report submitted by the Service Provider	Community Media Sustainability Model preliminary findings submitted to the Board for approval	Community Media Sustainability Model launched and implemented

### Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
20. Number of Research projects funded on key trends/developments impacting on community media sector	2	-	1	1	-
21. Community Media Sustainability Model developed	Community Media Sustainability Model draft research report submitted by the service provider	Appointment of the Service Provider for	-	-	Submission of draft research report on Community Media Sustainability Model

Output Indicator	Annual target	Q1	Q2	Q3	Q4
		Sustainability research			

## 6. Explanation of planned performance over the medium-term period

- a) Outcome 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024 has seven outputs, which make up the MDDA's balanced scorecard. This is only achievable through effective leadership that enforces implementation of the appropriate legislation and best practice. This includes providing sound, prudent and efficient human resources, financial, supply chain management, risk management, internal audit, compliance and IT services needed for an effective operation with fiscal health and sustainability. It is only by having a fully functioning and accountable agency that the MDDA can provide effective and transparent financial and non-financial support to the community and small commercial media sector, and thereby contribute to an accessible, transformed and diversified media.

Outcome 2: Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024 has ten outputs. Two of these outputs are focused on positively changing the percentage of historically disadvantaged communities with ownership and control of community broadcast and print and small commercial media/publications. The planned performance of funding community and small commercial media projects will both assist new media projects start up (to increase the coverage in South Africa), as well as assist existing projects become more sustainable through, for example, new broadcast equipment or increased regularity in publishing. In this way media development and diversity are promoted, particularly as, in addition to supporting historically disadvantaged geographical communities, which are largely located in rural areas, the MDDA also focuses on supporting media projects for women, children and those living with a disability.

One output refers to providing support to the community and small commercial media to make greater use of digital and social media platforms for enhanced audience reach.

Three outputs refer to monitoring and evaluation (M&E) of MDDA funded community and small commercial media projects. These outputs feed into a sustainable media diversity as beneficiary projects are monitored for compliance to the funding contracts, as well as evaluated in terms of the impact they make on the communities. These monitoring and evaluation activities also assess to what extent the priorities of women, children and people with disabilities are addressed through the MDDA supported media projects. The planned performance covers the MDDA beneficiary projects that are currently being disbursed, as monitoring is carried out while the funding of a beneficiary is still active, and, in terms of fully disbursed beneficiaries, it allows in-depth and meaningful evaluations to be carried out on the impact of these projects on the communities.

Three outputs address Stakeholder Engagement and Communications activities, providing a structured approach for the MDDA to enter into partnerships and raise its profile in order to mobilise resources across the sector for the sustainable growth of community and small

commercial media. The latter is essential for true media transformation in South Africa. In line with the priorities of women, children and people with disabilities, the MDDA enters into \ partnership with agencies focused on these interest groups, as well as supporting initiatives that promote them in the media.

One output refers to research to address key issues impacting on sustainability of community media sector. A research strategy provides a firm direction for commissioning or undertaking research that will meaningfully inform the MDDA's programme development and strategic focus. This will enable the MDDA to provide focused support to the community media and small commercial sector on issues and trends that can promote or disrupt their sustainability in a fast-changing media landscape. This is critical for sustainable media diversity and also addresses the priorities of women, children and people with disabilities by giving them a "voice" in the media. The planned performance of two research projects per year is derived from the needs identified through MDDA monitoring and evaluation activities, engagements with the media (eg community media summit in July 2018) and the Impact Study completed in December 2017. The remaining output refers to the development of a community media sustainability model.

Outcome 3: Capacitated community-based media sector by 2024 has three outputs. Two of the outputs refer to training and skills development, which are essential to sustainable media diversity as community and small commercial media are severely under-capacitated in the skills required for sustainability. These range from governance and compliance, through to financial management, marketing and advertising and content generation. The MDDA's planned performance covers both the key sustainability skills as identified through engagements with the media (eg community media summit in July 2018) and the Impact Study completed in December 2017, and the urgent need for digital media literacy in light of the disruptive effect of digital news and social media networks. The remaining output refers to encouraging a culture of reading.

Outcome 4: Digital responsive community-based media sector by 2024 has one output which refers to implementation of the Community media digital strategy. This is intended to enable the MDDA to lead the community and small commercial media sector in positioning itself to take advantage of new technology developments, ushered in by the 3IR and 4IR.



## 7. Programme Resource Considerations

The table below shows MDDA expenditure per programme:

Expenditure per programme							
No	Description	Audited 2019/20	Forecast 2020/21	Budgeted 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
1	Governance and Administration	25 975 291	32 884 105	34 449 605	36 066 474	37 158 630	39 182 617
2	Grant and Seed Funding	57 847 059	57 904 947	54 471 800	53 048 481	51 793 845	50 970 073
3	Partnerships, public awareness and advocacy	208 548	525 000	551 250	1 000 000	1 048 000	1 098 304
4	Capacity building and sector development	361 729	1 140 000	1 039 500	1 089 396	1 141 687	1 196 488
5	Innovation, Research and Development	1 521 373	5 799 732	2 806 792	2 813 985	2 949 056	3 090 611
	<b>TOTAL</b>	<b>85 914 001</b>	<b>98 253 784</b>	<b>93 318 947</b>	<b>94 018 337</b>	<b>94 091 219</b>	<b>95 538 093</b>

The table below shows statements of financial performance:

MDDA 2010/21 to 2024/25 Budget Summary						
Description	Audited 2019/20	Forecast 2020/21	Budgeted 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
<b>Revenue</b>	<b>107 132 142</b>	<b>98 253 784</b>	<b>93 335 948</b>	<b>94 036 154</b>	<b>94 109 892</b>	<b>95 557 662</b>
Broadcast Funders	56 313 833	61 994 784	56 135 835	56 279 701	56 426 445	56 576 123
Grants income	44 149 793	32 659 000	32 968 412	33 736 337	33 864 337	35 353 385
Other Income: Interest	6 668 515	3 600 000	4 231 701	4 020 116	3 819 110	3 628 155
	-					
<b>Expenditure</b>	<b>85 914 001</b>	<b>97 253 784</b>	<b>93 135 948</b>	<b>93 836 154</b>	<b>93 909 892</b>	<b>95 357 662</b>
Grant Expenditure	52 660 827	54 299 399	47 201 371	45 455 584	43 549 467	42 022 850
Employee Costs	22 429 509	33 091 724	35 571 190	37 369 173	39 985 015	42 783 966
MDDA Board costs	981 431	1 200 024	1 147 425	1 207 301	1 265 252	1 325 984
Administration Costs	9 842 235	8 662 637	9 215 962	9 804 096	9 110 158	9 224 862
<b>Capital Expenditure</b>	<b>-</b>	<b>1 000 000</b>	<b>200 000</b>	<b>200 000</b>	<b>200 000</b>	<b>200 000</b>
Capital Assets	-	1 000 000	200 000	200 000	200 000	200 000
<b>Surplus / (Deficit)</b>	<b>21 218 141</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Notes: Depreciation not budgeted from 2022/23. Assets replacement has been provided for

## Expenditure analysis as per ENE

The role of the MDDA is aligned to the 2030 National Development Plan and the Electoral Mandate, which is implemented through Government's MTSF.

Over the medium term, the Agency's service delivery priority will continue to be on encouraging media diversity in a rapidly changing telecommunications environment. As such, its core activities will continue to be financial and non-financial support of community broadcast and community and small commercial media print and digital projects, with an emphasis on the promotion of indigenous languages and contributing to community development and the alleviation of poverty and inequality. In addition, it will intensify its focus on communities of interest that are underserved by mainstream media, such as people living with disabilities and issues associated with gender and the youth.

Over the medium term, the Agency plans to ensure the sustainability of the community media sector by investing in initiatives that support skills upliftment. Over the medium term, an estimated 120 projects will receive training in areas such as governance to assist in closing the skills gaps in these various areas. The number of projects supported in any given year depends on the quality and quantity of the applications received and on the funds available.

In terms of expenditure, financial support through grant funding initiatives is anticipated to be R133 million over the medium term, in support of around 120 projects. Community broadcast grants assist with the initiation of new projects and the strengthening of existing projects and account for 47% of the agency's total budget over the medium term. Overall spending on community and small commercial print and digital and community broadcast projects is expected to decrease by an average of 4% over the medium term because of no funding from print media. The Agency has begun extensive stakeholder engagement to revive the print media funding stream.

One of the Agency's source of funding is via the Ministry in the Presidency, the Agency's Executive Authority. Over the years, this has been steadily adjusted by between 2.1% and 4.0% growth year on year, based on annual inflation considerations. However, due to cost containment measures, the Agency has been informed that this allocation will be reduced in coming years.

## Resource considerations

The programmes' budgets for the year have been projected based on and linked to the output indicators and targets for the said five-year period.

In the Administration Programme, the agency has been faced with human resource capacity constraints in several key positions but plans have been successfully implemented, starting from the 2020/21 financial year, to ensure that the Agency is adequately resourced and that staff morale is kept at a high level. The successful achievement of the outcomes of the agency are dependent on the quality and quantity of the staff entrusted with the responsibility of ensuring that they are achieved.

In the Grant funding programme, it is anticipated that the number of community broadcast, as well as community and small commercial print/digital projects requesting start-up or strengthening funding will increase. The major portion of the budget will be directed towards supporting the sustainability of

the Community media sector, with an emphasis on innovations around Research and Capacity development. Project staff will be retained in house to manage this process.

The Advocacy and Lobbying Programme will see increasing partnerships being established with stakeholders in the delivery of its strategic objectives. While the number of interventions will increase, these will be carried out and funded jointly through these partnerships. Skills will be retained in house.

The number of studies and research projects funded by the Research Programme is expected to remain stable over the five-year period, with the major portion of the budget directed towards consultants undertaking this research. Transformation in the Community media space may require the MDDA to be responsive to new developments requiring more research to be undertaken.

The Capacity Building Programme will see increasing focus on training of community media through partnerships with stakeholders and training providers. The major portion of the budget will be directed towards training providers for capacitating community media.

## 8. Updated Key Risks

Number	Risk Name	Risk Description	Consequences	Existing Controls	Control adequacy rating	Control improvement plan(s)
SR1	Business continuity	Failure to render services due to Covid-19 outbreak	<ol style="list-style-type: none"> <li>1. Infected staff members may not be able to deliver on their responsibilities.</li> <li>2. Limited movement of people impact on MDDA activities.</li> <li>3. National Government may reduce the entity's budget.</li> </ol>	<ol style="list-style-type: none"> <li>1. The office has been closed and staff work remotely from home.</li> <li>2. Adjustment budget in line with National Government regulations.</li> </ol>	Inadequate	<ol style="list-style-type: none"> <li>1. Observation of social distancing measures as required by the National Government.</li> </ol>
SR2	Funding	Insufficient budget allocation by Government and Funders	<ol style="list-style-type: none"> <li>1. Poor organisational performance.</li> <li>2. Inability to achieve the mandate.</li> <li>3. Untransformed print sector.</li> <li>4. Unsustainable sector.</li> <li>5. Escalating Sentech debt resulting in switch off.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stakeholder engagements/partnership with stakeholders.</li> <li>2. Use of interest earned from surplus funds.</li> </ol>	Inadequate	<ol style="list-style-type: none"> <li>1. Resource mobilisation.</li> <li>2. Regulation of Print.</li> <li>3. Lobby the Department for increased funding.</li> <li>4. Maximise allocation of USAF funding to MDDA.</li> <li>5. Review of the MDDA Act.</li> <li>6. Review funding allocations and funding definitions.</li> <li>7. Research on Printing Presses (with DTI).</li> </ol>
SR3	Fraud and corruption	Fraud, corruption and theft	<ol style="list-style-type: none"> <li>1. Poor organisational performance.</li> <li>2. Negative organisational reputation.</li> <li>3. Loss of resources /financial.</li> <li>4. Loss of potential grants.</li> <li>5. Litigation.</li> <li>6. Loss of funding (Withdrawal of funds by funders).</li> <li>7. Loss of stakeholder trust.</li> <li>5. Substandard services.</li> </ol>	<ol style="list-style-type: none"> <li>1. Policies and procedures are in place.</li> <li>2. Approved delegation of authority.</li> <li>3. Approved fraud prevention strategy and plan.</li> <li>4. Access controls.</li> <li>5. Governance structure.</li> <li>6. Fraud and prevention awareness.</li> <li>7. Conflict of interest declaration and recusal.</li> <li>8. Projects Oversight Committee, ARC and the Board.</li> </ol>	Partially adequate	<ol style="list-style-type: none"> <li>1. Analysis of declaration of conflict.</li> <li>2. Approved selection and funding policy.</li> <li>3. Projects Oversight Committee quarterly meetings convened.</li> <li>4. Project information stored on PTS.</li> <li>5. Signed MoU with ICASA for compliance and other reports.</li> <li>6. CIPC Report submitted as part of projects assessments.</li> <li>7. Signed Conflict of Interest for all project meetings including pre-mock and mock.</li> <li>8. Fraud and ethics awareness programme.</li> <li>9. Update Code of conduct.</li> </ol>
SR4	Governance	Inadequate corporate governance	<ol style="list-style-type: none"> <li>1. Poor organisational performance.</li> <li>2. Lack of accountability.</li> <li>3. Negative organisational reputation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Corporate governance structures.</li> <li>2. Policies and procedures.</li> <li>3. Company secretariat.</li> <li>4. Terms of references and charters.</li> </ol>	Adequate	<ol style="list-style-type: none"> <li>1. Engage the Executive Authority about the vacancies on the Board.</li> <li>2. Approved MDDA Policies.</li> <li>3. Signed 2020/21 Governance Agreement between Board and Shareholder.</li> </ol>
SR5	Projects	Non-compliant projects approved by the Board	<ol style="list-style-type: none"> <li>1. Loss of funding.</li> <li>2. Bad reputation and publicity.</li> <li>3. Irregular and wasteful expenditure incurred.</li> <li>4. Negative Audit Outcomes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Grant funding agreements.</li> <li>2. Interaction with ICASA for information.</li> <li>3. Projects Oversight Committee.</li> <li>4. Pre-mock and Mock board meetings.</li> </ol>	Very good	<ol style="list-style-type: none"> <li>1. Signed MoU with ICASA.</li> <li>2. Board approved selection and funding policy.</li> <li>3. Implement M&amp;E reports on project findings.</li> <li>4. POC review.</li> </ol>

The table illustrates the MDDA strategic risk register.

## 9. Links to the long-term infrastructure and other capital plans

The Agency does not have any links to long-term infrastructure and other capital plans.

## 10. Public Private Partnerships

The Agency has the following current partnerships:

- partnership with the commercial broadcast sector via the submission of the USAF (Universal Services Access Fund) levy, which currently comprises one of the two main funding streams for the Agency.
- Partnership with the commercial broadcast and commercial print sector through MDDA Board representation.

The Agency also has partnerships via memorandums of understanding (MoU):

- The MDDA has signed MoUs with SEDA, MICT Seta and SENTECH and is in the process of signing an MoU with ICASA.
- The Agency signed an MoU with the South African Agency for Science and Technology Advancement (SAASTA) in 2018/2019 on the planning and delivery of a media development programme.

## PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

### PROGRAMME: 1. Governance & Administration

<b>1. Indicator title</b>	Unqualified audit with no significant findings
<b>Definition</b>	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
<b>Source of data</b>	Copy of audit report
<b>Method of Calculation/ Assessment</b>	Basic count: Audit opinion
<b>Means of Verification</b>	Annual report/ AGSA
<b>Assumptions</b>	Fully capacitated CFO and Financial Unit posts in MDDA
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Clean Administration
<b>Indicator responsibility</b>	Chief Financial Officer

<b>2. Indicator title</b>	Fraud prevention and risk management strategies implemented
<b>Definition</b>	Implementation of fraud prevention and risk management strategies that will result in reduction of the possibilities for occurrence of fraud.
<b>Source of data</b>	<ul style="list-style-type: none"> <li>• Fraud prevention plan</li> <li>• Risk Registers</li> <li>• Fraud hotline reports</li> <li>• ARC Minutes/Agendas</li> </ul>
<b>Method of Calculation/ Assessment</b>	Basic count: Reports submitted for approval
<b>Means of Verification</b>	Minutes of the meeting
<b>Assumptions</b>	Fully capacitated CFO and Financial Unit posts in MDDA
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Non-occurrence of fraud cases
<b>Indicator responsibility</b>	Chief Financial Officer

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

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

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

<b>6. Indicator title</b>	Number of Business Processes Automated
<b>Definition</b>	Ensures effective ICT Systems to implement Business Continuity (Backup and Recovery Solution)
<b>Source of data</b>	Business process Automation plan submitted to Exco
<b>Method of Calculation/ Assessment</b>	Business process Plan
<b>Means of Verification</b>	Business process automation plan submitted to MDDA Executive Committee (Exco)
<b>Assumptions</b>	Fully capacitated IT unit Budget availability
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	MDDA business processes automated with 95% uptime
<b>Indicator responsibility</b>	Chief Financial Officer

<b>7. Indicator title</b>	Human Resources Strategy submitted to Board for approval
<b>Definition</b>	Ensures that the Agency is fully capacitated with skills aligned to efficient delivery of the MDDA mandate and that there is a staff complement aligned to the vision of the Agency and motivated via personal development opportunities and wellness support
<b>Source of data</b>	Copy of strategy, Board minutes
<b>Method of Calculation/ Assessment</b>	Basic count: Human Resources Strategy
<b>Means of Verification</b>	Board minutes
<b>Assumptions</b>	Budget available Fully capacitated HR posts in MDDA
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Fully capacitated, aligned and motivated staff complement
<b>Indicator responsibility</b>	Manager: Human Resources & Corporate Affairs

<b>8. Indicator title</b>	Employment Equity Plan submitted to Board for approval
<b>Definition</b>	Ensures that MDDA staff complement reflects the national employment equity goals
<b>Source of data</b>	Copy of Plan, Board minutes
<b>Method of Calculation/ Assessment</b>	Basic count: Employment Equity Plan
<b>Means of Verification</b>	Copy of plan, Board minutes
<b>Assumptions</b>	Fully capacitated HR posts in MDDA
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	MDDA staff complement in line with national employment equity guidelines
<b>Indicator responsibility</b>	Manager: Human Resources & Corporate Affairs

## PROGRAMME: 2. Grant and Seed Funding

### Sub-Programme Name: 2.1 Community and Small Commercial Media

<b>9. Indicator title</b>	Number of grant funding applications for community broadcast projects approved by the Board.
<b>Short description</b>	Provide financial support to community broadcast projects who have not previously been funded by the MDDA or who have previously been funded and require funds for strengthening to improve sustainability. This therefore includes projects funded for the first time and for strengthening and covers both community radio and TV.
<b>Source</b>	Application Forms, Initial Screening Reports, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments and Progress Reports.
<b>Method of Calculation/ Assessment</b>	Basic count of projects approved by the Board
<b>Means of verification</b>	Grant funding applications approved by the Board
<b>Assumptions</b>	Adequate funding available MDDA projects team fully capacitated



<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Sustainable community broadcast projects accessible to disadvantaged communities
<b>Indicator responsibility</b>	Executive Manager: Projects

<b>10. Indicator title</b>	Number of funding grant funding applications for print/digital media projects approved by the Board
<b>Definition</b>	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.
<b>Source</b>	Application Forms, Initial Screening, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments and Progress Reports
<b>Method of calculation</b>	Basic count of projects applications approved by the Board
<b>Means of verification</b>	Grant funding applications approved by the Board
<b>Assumption</b>	Adequate funding available MDDA projects team fully capacitated
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Sustainable print/digital media accessible to disadvantaged communities
<b>Indicator responsibility</b>	Executive Manager: Projects

<b>10. Indicator title</b>	Number of media projects provided with digital support
<b>Definition</b>	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
<b>Source</b>	Three-year community media digital plan
<b>Method of Calculation/ Assessment</b>	Basic count of projects provided with digital support
<b>Means of verification</b>	Reports on projects provided with digital support signed by Executive Manager: Projects
<b>Assumptions</b>	Adequate funding available MDDA projects team fully capacitated
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Sustainable digital media accessible to disadvantaged communities
<b>Indicator responsibility</b>	Executive Manager: Projects

## Sub-Programme Name: 2.2 Monitoring and Evaluation

<b>11.Indicator title</b>	Annual evaluation report on funded projects identifying thematic findings from M&E reports approved by the Board
<b>Definition</b>	Summarised findings from monitoring and evaluation of project performance during year under review to identify cross cutting issues and challenges for developing future interventions
<b>Source</b>	Authorised copy of annual evaluation report, Board minutes
<b>Method of Calculation/ Assessment</b>	Basic count of reports submitted
<b>Means of verification</b>	Board minutes; copy of report
<b>Assumption</b>	Adequate funding available for M&E visits MDDA M&E team fully capacitated
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Themes identified for development of meaningful and impactful capacity building interventions
<b>Indicator responsibility</b>	Executive Manager: Research, Training and M&E

<b>12. Indicator title</b>	Number of grant-in-aid support for community and small commercial projects monitored and evaluated for compliance and impact
<b>Definition</b>	Monitoring of project performance for early detection of challenges faces by supported projects
<b>Source</b>	Authorised copies of onsite Monitoring reports and information on projects monitored contained in the report
<b>Method of Calculation/ Assessment</b>	Basic count of monitoring reports produced annually
<b>Means of verification</b>	Project Monitoring Reports signed by Executive Manager: Research, Training and M&E
<b>Assumption</b>	Adequate funding available for M&E visits MDDA M&E team fully capacitated
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Issues of compliance and sustainability identified early for intervention
<b>Indicator responsibility</b>	Executive Manager: Research, Training and M&E

<b>13. Indicator title</b>	Number of annual evaluation reports produced
<b>Definition</b>	Evaluation of impact on communities of projects supported to inform MDDA strategic direction, future planning and approach
<b>Source</b>	Consolidation of findings on Authorised copies of onsite monitoring reports
<b>Method of Calculation/ Assessment</b>	Basic count of evaluation reports produced annually
<b>Means of verification</b>	Project evaluation reports signed by Executive Manager: Research, Training and M&E
<b>Assumption</b>	Adequate funding available for M&E visits MDDA M&E team fully capacitated
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>Desired performance</b>	Findings identified for input into meaningful and impactful capacity building interventions and MDDA funding strategy
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

### PROGRAMME 3: Partnerships, Awareness and Advocacy

<b>14. Indicator title</b>	Number of stakeholder engagements held
<b>Short description</b>	Interactions including events or one-on-one engagements held with stakeholders with the intention of maintaining/developing new partnerships with stakeholders for funding and other support
<b>Source</b>	Stakeholder engagement strategy
<b>Method of Calculation/ Assessment</b>	Basic count of engagements
<b>Means of verification</b>	Attendance/meeting register
<b>Assumptions</b>	Primary MDDA stakeholders identified Buy-in from MDDA Management
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Establishment/maintenance of positive relationships with stakeholders leading to signing of partnership agreements (MoAs, MoUs)
<b>Indicator responsibility</b>	Senior Manager: Strategy & Communications

<b>15. Indicator title</b>	Number of media engagements held
<b>Short description</b>	Media engagements to position the MDDA Brand covering a range of media platforms such as opinion pieces, media statements, quarterly briefings, one-one engagements, radio/TV interviews, dialogues, etc.
<b>Source</b>	Stakeholder engagement strategy
<b>Method of Calculation/ Assessment</b>	Basic count of media engagements
<b>Means of verification</b>	News clipping, eg published media statement, radio/tv interview recording/ social media clipping
<b>Assumptions</b>	Buy-in from MDDA Management
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	High profile, positive MDDA brand value
<b>Indicator responsibility</b>	Senior Manager: Strategy & Communications

<b>16. Indicator title</b>	Number of proposals for funding and support presented to potential and existing stakeholders
<b>Short description</b>	Development and presentation of proposals to identified primary stakeholders in order to increase the MDDA's funding and support base
<b>Source</b>	Stakeholder engagement strategy
<b>Method of Calculation/ Assessment</b>	Basic count of engagements
<b>Means of verification</b>	Meeting register or email confirmation of receipt of proposal
<b>Assumptions</b>	Primary MDDA stakeholders identified Buy-in from MDDA Management

<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Increased number of stakeholders funding and providing non-financial support to MDDA
<b>Indicator responsibility</b>	Senior Manager: Strategy & Communications

#### PROGRAMME 4: Capacity Building and Sector Development

<b>17. Indicator title</b>	Number of training interventions aimed at capacitating the community media with skills aligned to the findings of the skills assessment (2020)
<b>Short description</b>	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
<b>Source</b>	Training Programmes, Register of Delegates and Progress Reports
<b>Method of calculation/ Assessment</b>	Basic count of training interventions held
<b>Means of verification</b>	Register of delegates
<b>Assumption</b>	Adequate funding available for trainings/workshops
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Capacitated beneficiaries
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

<b>18. Indicator title</b>	Number of media literacy workshops conducted
<b>Short description</b>	Provide training on the critical ways to consume and produce media information so that communities reflect an informed and improved understanding about media literacy, in particular digital media literacy
<b>Source</b>	Training Programmes, Register of Delegates and Progress Reports
<b>Method of calculation/ Assessment</b>	Basic count of media literacy workshops held
<b>Means of verification</b>	Register of delegates
<b>Assumption</b>	Adequate funding available for trainings/workshops
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Cyber and media savvy communities
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

<b>19. Indicator title</b>	Number of reading initiatives held
<b>Short description</b>	Hold initiatives to encourage literacy and a culture of reading in the communities
<b>Source</b>	Training Programmes, Register of Delegates and Progress Reports
<b>Method of calculation/ Assessment</b>	Basic count of reading initiatives held
<b>Means of verification</b>	Register of delegates
<b>Assumption</b>	Adequate funding available
<b>Calculation type</b>	Cumulative

<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Communities sharing information with other communities and encouraging readership
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

## PROGRAMME 5: Innovation, Research and Development

<b>20. Indicator title</b>	Number of research projects funded on key trends/developments impacting on the community media sector
<b>Definition</b>	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
<b>Source</b>	Proposals, Board Resolutions and Progress/Final Reports
<b>Method of Calculation/ Assessment</b>	Basic count of research projects commissioned or funded
<b>Means of verification</b>	Contract signed with service provider
<b>Calculation type</b>	Basic count
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Body of reliable knowledge created on community media landscape
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

<b>21. Indicator title</b>	Community Media Sustainability Model developed
<b>Definition</b>	Development of a Sustainability Model for community media which will strengthen the sector's ability to become self-sustaining in the medium to long term. This model will take into account aspects such as economic environment of the community media, the potential for revenue generation, etc.
<b>Source</b>	Contract with service provider, progress reports, tranche payments
<b>Method of calculation/ Assessment</b>	Basic count: Study report
<b>Means of verification</b>	Board minutes, copy of community model sustainability document
<b>Assumptions</b>	Funding available in research budget
<b>Calculation type</b>	Non- cumulative.
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Academically sound research and community sustainability model developed
<b>Indicator responsibility</b>	Executive Manager: Research, Training & M&E

## ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

### Annexure A: Amendments to the Strategic Plan

Amendments to the 2020/2021 – 2024/2025 MDDA Strategic Plan relate to

## PART C: MEASURING OUR PERFORMANCE

### 9.1 Measuring the Impact

<b>Impact Statement</b>	<b>An accessible, developmental, diversified and sustainable media</b>
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### 9.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five year target
Capable, effective, and ethical organisation in support of the delivery of the MDDA mandate by 2024	Unqualified Audit Outcome	New indicator	95% achievement of balanced scorecard
A diverse and sustainable community-based media	Change in number of historically disadvantaged communities with ownership of community based media	2020/21 Study into ownership and control in the media in South Africa completed	10 percent (%) increase in the number of district municipalities with functioning community media projects by 2024
Compliance and impact of MDDA grant support monitored and evaluated for effectiveness	Number of grant-in-aid support for community and small commercial projects monitored and evaluated for compliance and impact	New indicator	Monitoring & evaluation reports on compliance to MDDA grant-in-aid contracts and impact of the MDDA support produced
	Number of Strategic partnerships	New indicator	10 MoUs signed with strategic stakeholders
	MDDA positioned as an authoritative leader and voice on community and small commercial media	New indicator	

Outcome	Outcome Indicator	Baseline	Five year target
Capacitated, community-based media sector by 2024	Compliant and professional community media sector	New indicator	100 percent (%) implementation of MDDA capacity building strategy
Digital responsive community-based media sector by 2024	Community-based media sector online	New indicator	100 percent (%) implementation of MDDA digital plan

## PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

### OUTCOME 1: A capable, effective, and ethical organisation in support of the delivery of the MDDA mandate by 2024

<b>Indicator Title</b>	Unqualified Audit Outcome
<b>Definition</b>	Attaining the financial, business process and people goals as defined in the MDDA's balanced scorecard
<b>Source</b>	Copy of MDDA balanced scorecard
<b>Method of calculation/ assessment of data</b>	Basic count: Audit opinion
<b>Assumptions</b>	CFO, HR unit and Finance unit fully capacitated
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Clean Administration
<b>Indicator responsibility</b>	Chief Financial Officer

### OUTCOME 2: A diverse and sustainable community-based media

<b>Indicator Title</b>	Change in number of historically disadvantaged communities with ownership of community based media
<b>Definition</b>	Assess change in number of district municipalities with community radio stations and TV, or small commercial/community print/digital media projects
<b>Source</b>	Survey of number of operational community/small commercial media projects.
<b>Method of calculation/ assessment of data</b>	Basic count of historically disadvantaged communities served by MDDA beneficiaries with community/small commercial media projects
<b>Assumptions</b>	Agency continues to receive adequate funding to fund projects Agency has quorate Board to approve funding applications Projects unit fully capacitated
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Transformed media landscape with sustainable community media sector accessible to historically disadvantaged communities
<b>Indicator responsibility</b>	Executive Manager: projects

<b>Indicator title</b>	Number of Strategic partnerships
<b>Definition</b>	Enter into strategic partnerships with stakeholders in order to increase funding and support base for community and small commercial media sector
<b>Source</b>	Partnership agreements

<b>Method of calculation/ assessment of data</b>	Basic count: Number of partnership agreements
<b>Assumptions</b>	Adequate budget Willingness of stakeholders to enter into partnerships with MDDA
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Stakeholder partnerships in place and operational
<b>Indicator responsibility</b>	Communications and Strategy Senior Manager

### OUTCOME 3: Capacitated community-based media sector by 2024

<b>Indicator title</b>	Compliant and professional community media sector
<b>Definition</b>	Facilitate, in line with capacity building strategy, capacity building and training as catalysts for strengthening and sustaining community media sector in areas identified as negatively impacting on project's sustainability from governance skills, through financial management, marketing and advertising skills, to content generation.
<b>Source</b>	Capacity building strategy
<b>Method of calculation/ assessment of data</b>	Basic count of capacity building initiatives against strategy goals met
<b>Assumptions</b>	Capacitated MDDA Training unit Adequate funding in place
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Capacitated beneficiaries and sustainable media projects
<b>Indicator responsibility</b>	Executive Manager: Research, Training and M&E

### OUTCOME 4: Digital responsive community-based media sector by 2024

<b>Indicator Title</b>	Community-based media sector online
<b>Definition</b>	Facilitate, in line with community media digital strategy, optimal use of digital and social media by the community and small commercial media sector in order to enhance information dissemination and target reach.
<b>Source</b>	Community media digital strategy
<b>Method of calculation/ assessment of data</b>	Basic count of community and small commercial media projects supported through MDDA digital strategy
<b>Assumptions</b>	Capacitated MDDA Projects unit Adequate funding in place
<b>Reporting cycle</b>	Annually
<b>Desired performance</b>	Enhanced ability of community and small commercial media to adopt new technologies to enhance access to the media by historically disadvantaged communities
<b>Indicator responsibility</b>	Executive Manager: Projects



## **Annexure B: Conditional Grants**

The Agency manages one conditional grant, the Economic Development Fund, on behalf of the Competition Commission of South Africa.

The Fund has been established to develop black owned small media or advertising agencies that require assistance with start-up capital, and to assist black students with bursaries to study media or advertising, among others.

The Economic Development Fund is administered and managed by the MDDA in terms of a Memorandum of Understanding (MoU) signed between the Competition Commission and the MDDA.

The Economic Development Fund utilises contributions from consent agreements concluded between the Commission and respondents from mainstream media who have admitted to price fixing and the fixing of trading conditions in contravention of South Africa's Competition Act.