



MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

REVISED STRATEGIC PLAN 2020/21 – 2024/25

REVISED NOVEMBER 2021





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FOREWORD BY THE EXECUTIVE AUTHORITY



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

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

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

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

Whilst our media landscape is considered moderately pluralistic, with a fair degree of professionalism, there remains a lack of diversity in content and viewpoints, especially those views of poorer people in rural areas as well as women.

The success of our democracy, the National Development Plan (NDP), the electoral mandate, the massive infrastructure development drive, and the hopes of our people are dependent on access to information in languages of their choice.

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

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

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

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

MR MONDLI GUNGUBELE, MP
MINISTER IN THE PRESIDENCY

FOREWORD BY THE EXECUTIVE AUTHORITY (DEPUTY MINISTER)



It gives me great pleasure to present the revised MDDA Strategic Plan for this five-year electoral cycle 2020/2021 to 2024/2025. The Strategic Plan charts the way forward for the agency to lead, empower and support our vital community media sector through an exciting but uncertain media landscape.

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

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

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

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

A key challenge for the MDDA's community and small commercial media is therefore how to harness the advantages of the digital era and at the same time lessen the impact of the digital dividend on communities. Media, like the rest of society, has had to undergo profound changes

whilst striving to be relevant in a fast-changing world brought about by globalisation and technological developments. These developments have only reinforced the critical role of the MDDA's role, which is vital before, during and after migration to ensure that community media's interests are identified, fought for, and maintained.

I fully support the MDDA and local media's ability in driving the transformational agenda outlined in the National Development Plan, and the electoral mandate set out by the President of South Africa in his State of the Nation Address (SONA) in July 2019. The importance of local media to nation-building and building an environment of tolerance to further advance the social cohesion of our country must not be underestimated.

MS THEMBI SIWEYA, MP
DEPUTY MINISTER IN THE PRESIDENCY

PREFACE BY THE ACCOUNTING AUTHORITY



It is with great pleasure as the Chairperson of the MDDA Board to present to our Executive Authority, the Minister in the Presidency, the agency's revised Strategic Plan for 2020/2021 – 2024/2025.

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

This, in turn, sustains and deepens a people-driven democracy.

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

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

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

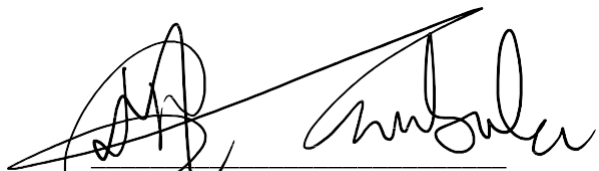
Management's approach provides structured and measurable targets of what and how the agency will fulfil the mandate and mission of the MDDA in pursuit of its constitutional prescripts. Further, the MDDA will continue to uphold its values of, among others, integrity and excellence, ensuring effective, transparent communication with its stakeholders to maintain and build on their trust and confidence.

The MDDA reports into the Ministry in the Presidency, having moved from reporting into the Department of Communications (DoC), following the national elections of the 8th of May 2019; with the Deputy Minister in the Presidency having been assigned specific responsibility for oversight of the agency. We are deeply appreciative of the commitment shown immediately by the Minister and the Deputy Minister to the continued viability of the community media sector and for the guidance and cooperation that we have received from the Ministry.

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

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

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



MR HLENGANI MATHEBULA
CHAIRPERSON OF THE BOARD

ACCOUNTING OFFICER'S STATEMENT



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

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

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

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

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

such as establishing relevant partnerships with other sector stakeholders, will serve to strengthen the sustainability of the sector.

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

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



MS ZUKISWA POTYE
CHIEF EXECUTIVE OFFICER

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- ▶ Was developed by the management under the guidance and support of the Board of the Media Development and Diversity Agency (MDDA).
- ▶ Takes into account all the relevant policies, legislation, and other mandates for which the MDDA is responsible.
- ▶ Accurately reflects the impact and outcomes of the 21st and 28th October strategy workshops of the Board and management, respectively, which the MDDA will endeavour to achieve over the period 2020/21–2024/25.

Yaseen Asmal
Chief Financial Officer

Signature: _____

Zukiswa Potye
Accounting Officer

Signature: _____

Hlengani Mathebula
Accounting Authority

Signature: _____

Approved by:

Ms Thembi Siweya, MP
Executive Authority
Deputy Minister in The Presidency

Signature: _____

Mr Mondli Gungubele, MP
Executive Authority
Minister in The Presidency

Signature: _____

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ACRONYMS AND ABBREVIATIONS

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

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

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

Section 32:

Everyone has a right to access to information.

Section 15 (1)

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

Languages – Section 6 (1)(2)

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

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

(1) Everyone has the right to freedom of expression, which includes-
(a) freedom of the press and other media.

2. LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE MANDATE

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

- Create an enabling environment for media development and diversity that reflects the needs and aspirations of all South Africans.
- Redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry.
- Promote media development and diversity by providing support primarily to CSCM projects.
- Encourage ownership and control of, and access to, media by historically

disadvantaged communities as well as by historically diminished indigenous language and cultural groups.

- Encourage the development of human resources and training, and capacity building, within the media industry, especially among historically disadvantaged groups.
- Encourage the channelling of resources to the community media and small commercial media sectors.
- Raise public awareness regarding media development and diversity issues.

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

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

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

3.1 INSTITUTIONAL POLICIES

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

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

The policies and strategies that support the agency's endeavour to create an inclusive society

where no one is left behind consist of the Grant Funding Policy, the amendment of the MDDA Act, and other related legislation that include the amendment Electronics Communications Bill. Last, our focus in the coming MTEF will be on the development of the Community Media Sustainability Model, a project supported by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

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

► Risk Management Framework

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

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

3.2 INSTITUTIONAL STRATEGIES

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

▶ **Digital Innovation Strategy**

The organisation has an approved digital migration strategy and a three-year plan. The Digital Innovation Strategy that forms part of the Sustainability Model Pillars, will ensure that both the MDDA and the broader sector embrace innovation as a catalyst for change within the community media sphere. Developed in collaboration with strategic sector partners, the Strategy will entail the analysis of the sector's competitive and technological environment, challenges, opportunities, and distinctive advantages. It will guide decisions on how resources are to be used to meet the sector's objectives for innovation, deliver value and build competitive advantage.

▶ **Fundraising & Support Strategy**

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

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

▶ **Training and Capacity-Building Strategy**

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

Compliance is another area of concern. The funding contract developed by the agency includes a Schedule of Particulars (SOP) that outlines how funds must be disbursed,

reporting requirements, project outcomes and implementation timeframes. However, when reporting for the disbursed funds, many beneficiaries struggle to compile satisfactory reports accounting for funds.

Other challenges experienced are summarised as follows:

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

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

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

► **Research Strategy**

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

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

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

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

► **Monitoring and Evaluation Strategy**

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

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

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

4. RELEVANT COURT RULINGS

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

PART B: OUR STRATEGIC FOCUS

5. VISION

Accessible, developmental, diversified, and sustainable community and small commercial media.

6. MISSION

To support the development of a vibrant, innovative, sustainable, and people-centred community and small commercial media sector through resourcing, critical sector insights, capacity-building and ensuring inclusive participation of historically disadvantaged communities.

7. VALUES

The guiding principles that inform our organisation's culture and leadership and management style are embedded in the African ethos of Ubuntu/Botho. We are developmental in our orientation and character and a responsive, accountable, and empathetic organisation. This spirit is embedded in the following values that sustain us.

VALUE		WHAT THAT MEANS IN PRACTICE
1	Integrity	We are honest, trustworthy, transparent, reliable, fair, accountable, and responsible for our actions.
2	Caring	We care for our people, our customers, our communities, industry stakeholders and the environment.
3	Excellence	We strive to achieve the best possible results in everything we do. We are efficient, effective, service delivery orientated, punctual, performance-driven and work collectively.
4	Commitment	We are passionate, go the extra mile, responsive, have a strong work ethic, are consistent and accessible.
5	Innovative	Future forward, thought leadership, open, dynamic, moving with the times, receptive to new ideas.

8. SITUATIONAL ANALYSIS

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

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

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

8.1 EXTERNAL ENVIRONMENT

8.1.1 Social factors

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

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

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

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

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

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

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

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

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

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

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

8.1.2 Technological factors

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

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

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

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

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

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

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

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

8.1.3 Economic factors

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

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

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

These financial constraints impact both the agency itself, in terms of funders, as well as the community media who are competing with mainstream media in an ever more cost-constrained environment for advertising revenue, whilst facing high operating costs.

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

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

8.1.4 Environmental factors

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

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

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

8.1.5 Political factors

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

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

aspects of media development and management.

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

8.1.6 Legal factors

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

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

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

8.1.7 Ethical considerations

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

In both its own internal processes and the behaviour of its beneficiary projects, the MDDA has a major role to play in reinforcing the government's zero-tolerance stance towards corruption in the public and private sectors. The agency's funding policy introduced in 2019 is designed to ensure a transparent and fair method of selecting community-based media projects for funding. More stringent monitoring and evaluation

(M&E) and contracting/reporting requirements will enforce compliance and good governance on the part of the MDDA beneficiaries.

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

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

8.1.8 The highlights of the MDDA Impact Study

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

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

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

However, the study found that as much as there has been progress limitations, both in terms of the broader media landscape and the agency itself, have impacted the sector negatively. Firstly, the MDDA’s budget was restrictive in that the organisation received

just under half the amount required if it were to service all the proposals that it received. The MDDA is therefore launching a funding strategy considering its limited budget, as well anticipated cuts in the income it receives from government and the mainstream broadcast sector.

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

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

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

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

Despite all the challenges, political parties, the government, and stakeholder groups still see the need to build a thriving community and small commercial media sector. Media projects also present successes and opportunities against all odds. These are reflected in the long list of awards that community media projects have won for

delivering excellent, relevant content; content that has been used in schools and universities and even for Matric examinations. Also, media projects have had significant success in training staff and volunteers and thus creating job opportunities, particularly for young people. Several projects have become sustainable over time, and they have built and bought their own properties and studios. In this way, they have started to create new revenue streams critical for the long-term sustainability of projects.

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

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

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

8.2 INTERNAL ENVIRONMENT

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

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

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

PROGRAMME 1: ADMINISTRATION & GOVERNANCE

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

PROGRAMME 2: GRANT & SEED FUNDING

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

PROGRAMME 3: PARTNERSHIPS, PUBLIC AWARENESS & ADVOCACY

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

PROGRAMME 4: CAPACITY BUILDING & SECTOR DEVELOPMENT

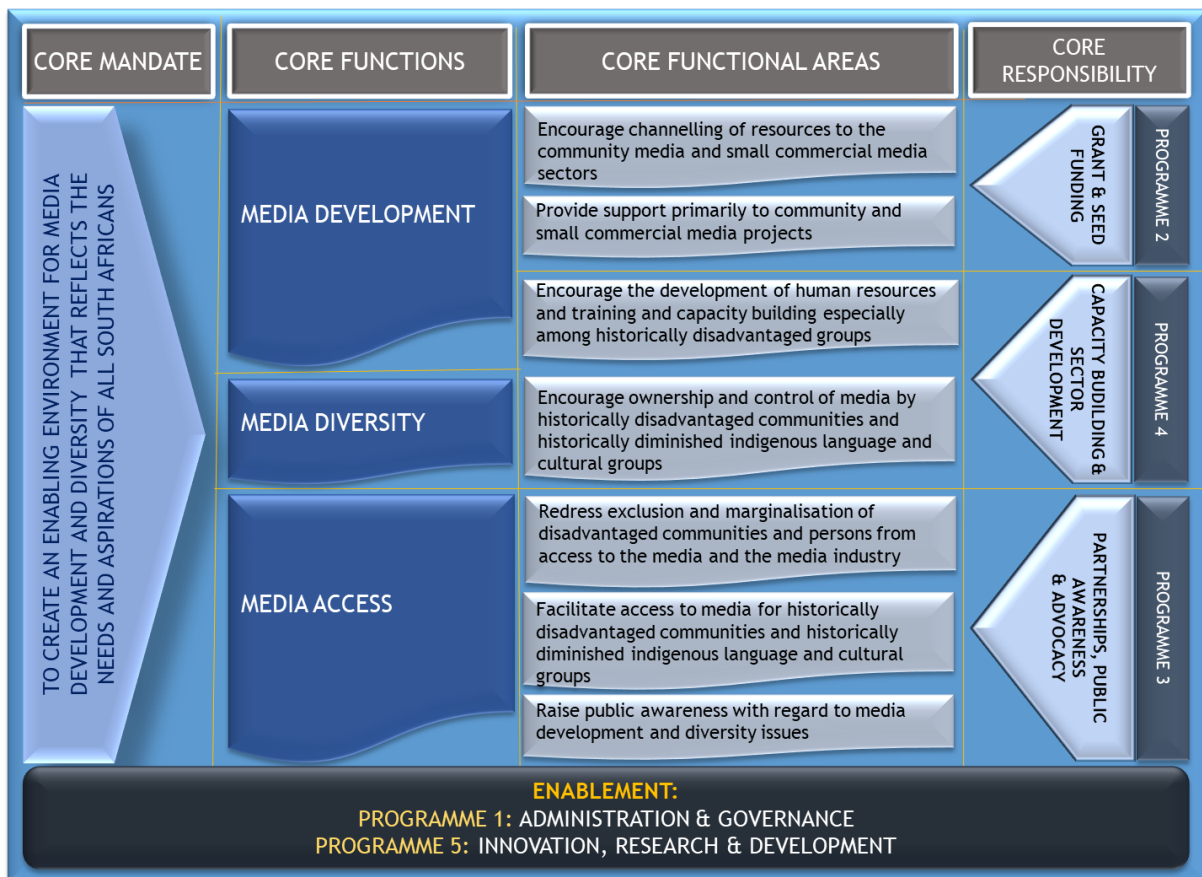
One of the objectives of the Agency outlined in the MDDA Act of 2002 is to "encourage the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups". In response to this, the agency has developed capacity-building programmes,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

PROGRAMME 5: INNOVATION, RESEARCH & DEVELOPMENT

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

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

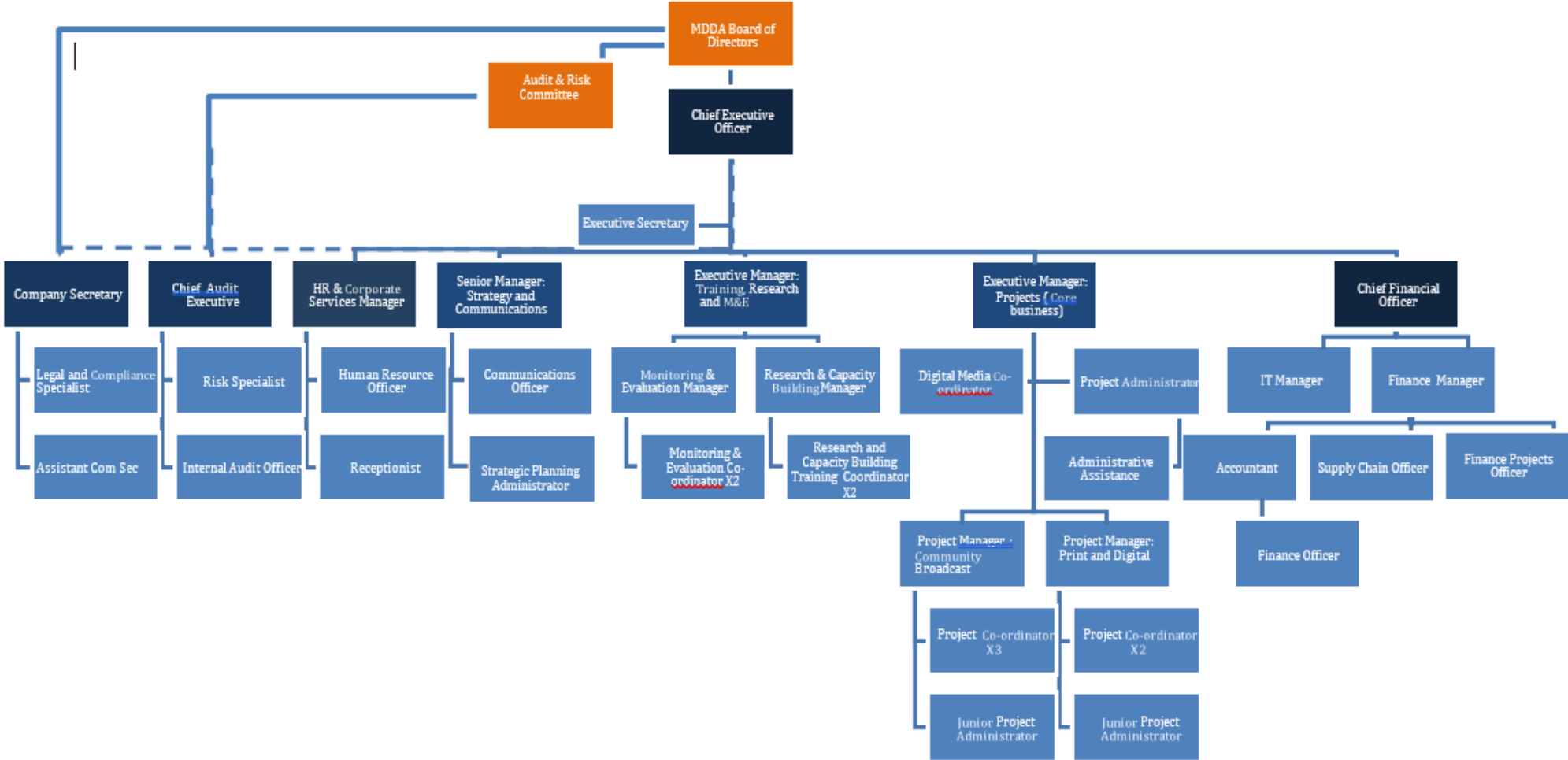
Figure 1: MDDA's Operational Framework



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

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

Figure 2: MDDA organisational structure



8.2.1 SOAR analysis

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

Table 1: MDDA SOAR analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> ▶ First in the global context to embark on a study and development of a community media sustainability model; a project supported by UNESCO ▶ Recognised as the voice of community radio ▶ A clear mandate as the only development agency for community media in the country ▶ Committed and passionate team ▶ Organisational leadership stability ▶ Strong partnerships with opportunity to harness them for greater mutual benefit 	<ul style="list-style-type: none"> ▶ Partnerships to advance the MDDA mandate execution with among others, the National Electronic Media Institute of South Africa (NEMISA), Film and Publication Board (FPB), Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA), Small Enterprise Development Agency (SEDA), institutions of higher learning, Pan African Language Board (PanSALB), National Lotteries Commission (NLC) and Statistics South Africa (StatsSA) ▶ Playing a key role in the developing space of digital media ▶ A resilient and sustainable organisation ▶ Strengthening of enabling Act – structure and systems review ▶ A shift from being an ‘ATM’ to being a development partner for community media ▶ Improve collection of insights using scientific tools ▶ Capacity building (reduce outsourcing) ▶ Reimagining print in the era of digitisation
ASPIRATIONS	RESULTS
<ul style="list-style-type: none"> ▶ An agile, efficient, well-structured organisation ▶ The community have access to media in a highly simplified manner – community media to challenge mainstream media in rural areas ▶ A self-sustaining community media ▶ MDDA is still in existence as a Schedule 3A, not a Non-Profit Company (NPC) ▶ United, collaborative, well-coordinated, depoliticised organisation, committed to delivering on its mandate 	<ul style="list-style-type: none"> ▶ The decline in repeat funding requests for operational costs ▶ MDDA support extended to more districts that it has not serviced ▶ Staff morale is high, stable leadership, high performing organisation that values people and their contribution ▶ Financially sound and sustainable organisation ▶ A strong brand and organisational reputation – respected by industry partners ▶ A central repository of sector intelligence ▶ A sector innovation hub

8.2.2 Organisational capacity

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

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

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

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

8.2.3 Governance

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

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

This Agreement is based on mutual respect and understanding between the Minister in The Presidency and the MDDA Board. It is aimed at achieving a proper balance

between the freedom to manage the MDDA, transparency in the management of the MDDA and accountability to the Minister.

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

8.2.4 Human capital management

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

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

8.2.5 Equity

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

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

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

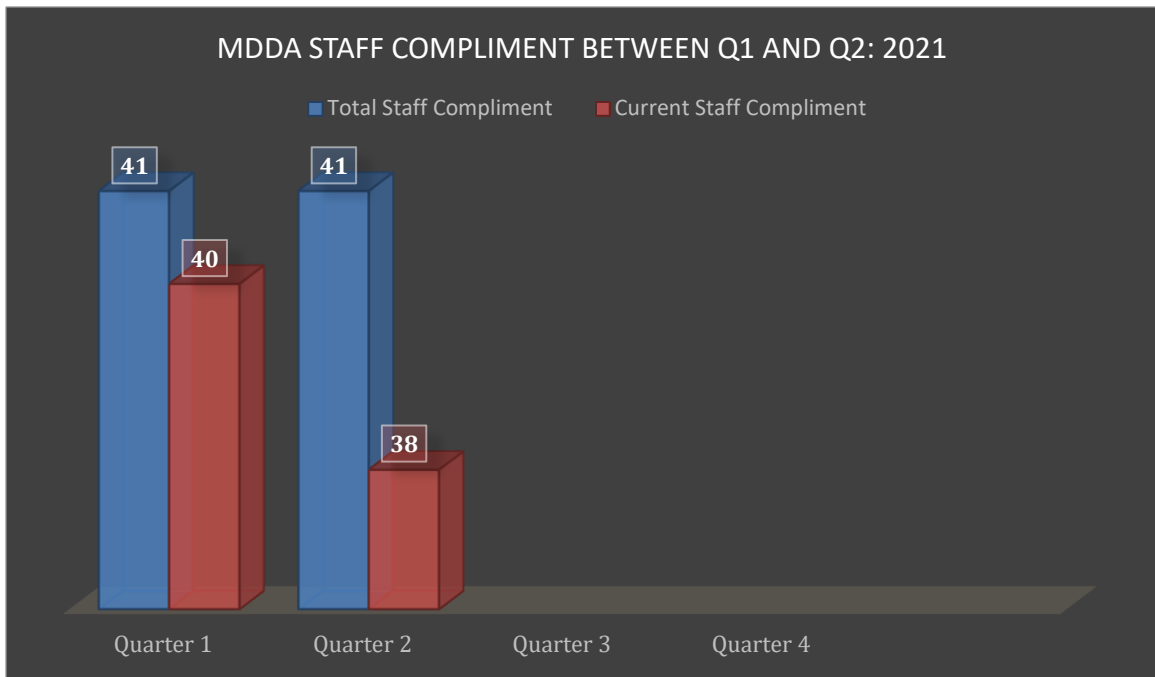


Table 2 below provides the breakdown of the staff compliment across all key matrices, including, occupational levels, skills level, gender and race.

Table 2: MDDA staffing breakdown

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

8.2.6 Information and Communication Technology

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

8.2.7 Financial Resources

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

Table 3: MDDA expenditure per programme

EXPENDITURE PER PROGRAMME						
No	Description	Audited 2020/21	Budgeted 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
1	Governance and Administration	29 713 080	34 599 605	39 046 010	39 230 995	34 715 044
2	Grant and Seed Funding	74 737 189	54 471 800	55 899 517	55 531 475	55 564 367
3	Partnerships, public awareness and advocacy	514 560	551 250	1 000 000	1 048 000	1 098 304
4	Capacity building and sector development	170 300	1 039 500	1 398 471	1 460 703	1 526 288
5	Innovation, Research and Development	1 264 408	2 806 792	2 813 985	2 949 056	3 090 611
TOTAL		106 399 537	93 468 947	100 157 983	100 220 229	95 994 614

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

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

MDDA 2021/22 TO 2024/25 BUDGET SUMMARY							
Description	Audited 2020/21	Original Budget 2021/22	Adjusted Budget 2021/22	YTD Actual 2021/22	Budgeted 2022/23	Projected 2023/24	Projected 2024/25
Revenue	104 769 045	93 335 948	128 737 583	71 433 720	99 857 491	100 020 229	95 794 614
Broadcast Funders	60 915 177	56 135 835	64 948 917	53 423 514	56 279 701	56 426 445	56 576 123
Grants income	39 801 706	32 968 412	60 187 627	16 531 916	39 557 674	39 774 674	35 590 337
Other Income: Interest	4 052 162	4 231 701	3 601 039	1 478 290	4 020 116	3 819 110	3 628 155
Expenditure	105 590 501	93 135 948	138 787 523	62 324 679	99 857 491	100 020 229	95 794 614
Grant Expenditure	65 154 976	47 201 371	89 519 998	40 728 233	50 850 517	50 013 753	43 838 111
Employee Costs	31 146 269	35 571 190	35 201 496	16 176 344	37 466 904	39 144 010	40 911 928
MDDA Board costs	1 337 431	1 147 425	1 400 716	383 916	1 453 478	1 522 909	1 595 697
Administration Costs	7 951 826	9 215 962	12 665 313	5 036 186	10 086 592	9 339 557	9 448 878
Capital Expenditure	809 036	200 000	370 000	369 748	300 492	200 000	200 000
Capital Assets	809 036	200 000	370 000	369 748	300 492	200 000	200 000
Surplus / (Deficit)	- 1 630 492	-	- 10 419 940	8 739 292	-	-	-

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

PART C: MEASURING OUR PERFORMANCE

9. INSTITUTIONAL PERFORMANCE INFORMATION

The organisational impact statement encapsulates the combined effect of the MDDA's outcomes on the broader society the community and small commercial media serves.

9.1 MEASURING THE IMPACT

IMPACT STATEMENT	A developed and diversified media landscape that empowers the citizenry to access information at a community level in the language of choice.
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9.2 MEASURING OUTCOMES

OUTCOME		OUTCOME INDICATOR		OUTCOME INDICATOR BASELINE	MARCH 2024
1.	Capable, effective and efficient organisation in support of the delivery of the MDDA mandate	1.1	Percentage improvement in staff satisfaction	Results of an internal survey on staff satisfaction conducted in February 2020	Minimum 75% staff satisfaction
		1.2	Percentage of positive stakeholder satisfaction achieved	Approved stakeholder engagement policy	Min 70% of stakeholder satisfaction
		1.3	Level of organisation-wide risk maturity achieved as per the MDDA Risk Maturity Assessment Framework, comprising the following four maturity levels: <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced 	Unqualified audit report with no major findings in 2020/21	Level 3: Mature (including Unqualified audit)
2.	Media diversity promoted through the growth of sustainable community-based and small commercial media nationally	2.1	Percentage of five-year capacity-building strategy implementation targets achieved	Approved capacity-building strategy targets	80% of five-year capacity-building strategy implementation targets met
		2.2	Percentage improvement in historically disadvantaged communities participating in ownership and control of CSCM	Study on ownership and control in the media in South Africa undertaken in 2009	10% improvement in district municipalities with operational community and small commercial media projects
		2.3	Percentage improvement in historically disadvantaged communities with ownership of community broadcast projects		10% improvement in district municipalities with on-air community broadcast projects

OUTCOME		OUTCOME INDICATOR		OUTCOME INDICATOR BASELINE	MARCH 2024
3.	Capacitated, digitally responsive community-based media sector	3.1	Number of community and small commercial media supported to digitise operations	13 community media operations	19 community media operations
4.	Increase in HDI communities accessing media opportunities and information through community and small commercial media	4.1	Number of HDIs trained in community and small commercial media management	167	220
		4.2	Number of community media education outreach events	<ul style="list-style-type: none"> • 2 media literacy outreach training programmes • 1 culture of reading training webinar 	<ul style="list-style-type: none"> • 3 media literacy outreach training programmes • 3 culture of reading training webinar

Key outcomes and performance narrative

Introduction

Contributing to the NDP's approach of building the capabilities of the citizenry for individuals and by extension communities to realise the lives they aspire to, the MDDA is focusing its strategy on building a capable organisation. The organisation's **shared** values that are embedded in the ethos of Ubuntu/Botho, will set the rules of engagement in fostering high performance underpinned by strong governance and sustainability.

This will be the foundation upon which a resilient and future-forward community media that is accessible, developmental, diversified, and sustainable is built. To achieve this vision: 1) outcomes have been developed to ensure the internal environment is optimally structured operationally; 2) the wellbeing of staff is prioritised; and 3) collaboration with funders and community media stakeholders is strengthened. The sustainability of CSCM as a concept is currently under review to develop a comprehensive understanding to support ongoing interventions. From monitoring and evaluation reports, indications are that more non-financial capacity building and skilling interventions are required. Based on this analysis, the organisation is aiming at increasing the number of CSCM accessing non-financial support. Lastly, media, as a sector that has been impacted greatly by digitisation and community media, needs to be assisted to transition by acquiring the right skills and tools to continue serving their communities sustainably.

The strategic approach, given effect through the outcomes, that are aligned to the vision, will see MDDA's social impact result in better informed and an empowered citizenry whose

potential is freed; to live the lives they aspire to and capable of full participation and realisation of their constitutional rights.

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

As an agency tasked with delivering the mandate on development and diversity in the community media sector, MDDA operations must be structured to deliver effectively and efficiently, meeting the needs of client beneficiaries, communities, shareholders, funders and other stakeholders. Outcome 1 is focused on the internal operating environment, concerned with the capacity and wellbeing of employees, contentment of stakeholders and governance.

Operating in a dynamic environment impacted by digitisation, the organisation needs to be agile to continue creating value for its beneficiaries and stakeholders broadly. In this endeavour to become an HPO, key indicators are focused on feedback from clients, feedback from employees and improving the overall organisational risk maturity level.

Feedback from beneficiaries, stakeholders and employees will confirm whether the agency is on the right track in meeting their needs and has the necessary capacity to deliver on the mandate. As an accountable organisation, the minimum standard in demonstrating this value is in achieving the minimum of Level 3: Maturity by the end of the current MTSF period.

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

The media diversity pillar encourages sustainable ownership and control of community media spaces by historically marginalised communities. For consumers, the goal for diversity seeks to support communities to realise their right to language and culture by ensuring a diversity of indigenous languages and dialects are heard and used for knowledge exchange and general interaction. Outcome 2 on diversity envisages that capacity building and increasing the number of district municipalities with operational community media offerings, will result in more communities exercising demonstrable control and ownership. This is anticipated to increase and sustain the popularity of community media, securing CSCM's vantage position against commercial media at the community level.

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

The founding Act envisaged the growth of the media domain extending to new electronic

platforms for delivering content thus stretching the MDDA’s scope of involvement. Since the promulgation of the Act, there have been rapid developments in the digital media space. This necessitates a dedicated focus to support the CSCM to pivot and acquire the necessary skills and competencies to continue operating. There are also new broadcasters that already operate online and their relationship with the agency needs to be defined to establish their role in community media development and diversity. Outcome 3 will focus on capacity building as part of the digitisation of the sector ensuring that community media is not left behind.

OUTCOME 4. Increase in HDI communities accessing media opportunities and information through community media

The access to media pillar is aimed at redressing the exclusion of historically marginalised communities from media participation as managers, owners, producers and critical consumers. The focus areas of Outcome 4 areas are envisaged to influence an increase in historically disadvantaged communities accessing media opportunities through training that will target jobs as outlined above. Access is not only limited to work and expertise in the sector but also includes consumers of media who will be supported through community media education outreach programmes. These media education programmes will for example cover areas such as safety and benefits of media and how to decipher media reporting and interact meaningfully. The latter is particularly accentuated by the advent of unregulated digital media that has heightened the risk of fake news.

The organisational impact statement encapsulates the cumulative effect of all four outcomes that are aligned to the vision, on the broader society that the community and small commercial media serves. The outcomes of the study on the sustainability of CSCM play a pivotal role in underpinning the Sustainability Model that will inform targeted actions. Therefore, the Fundraising Strategy will be critical in playing a complementary role in improving the resources to execute these plans.

9.2.1 The Balanced Scorecard

The following balanced scorecard (BSC) is a strategic management performance metric that will guide the MDDA in identifying and improving its internal operations to attain the outcomes stated above; holistically focusing on the following critical dimensions:

1. Financial
2. Customer
3. Internal process
4. Learning and growth

To give effect to the Strategic Plan, specific actions will be undertaken by relevant managers and/or task teams, delineated through the Annual Performance Plans (AOPs) and work plans that will be used utilised to contract individual team members.

The bold targets linked to the outcome indicators in section 9.2 above give practical expression to this intent.

Table 5: MDDA’s Balanced Scorecard targets for the period 2022/23 – 2024/25

PLANNED OUTCOMES		TARGETED OUTPUTS OVER THE REMAINDER OF THE 2020/21 – 2024/25 MTSF PERIOD (QUANTITATIVE & QUALITATIVE)		
		2022/23	2023/24	2024/25
#	FINANCIAL PERSPECTIVE			
1.1	Effective and accountable use of allocated subsidies	<ul style="list-style-type: none"> ▶ Ongoing implementation of all critical governance processes and systems ▶ No wasteful and/or unauthorised expenditure incurred ▶ Unqualified audit on previous year’s performance 	<ul style="list-style-type: none"> ▶ Ongoing implementation of all critical governance processes and systems ▶ No wasteful and/or unauthorised expenditure incurred ▶ Unqualified audit on previous year’s performance 	<ul style="list-style-type: none"> ▶ No wasteful and/or unauthorised expenditure incurred ▶ Unqualified audit outcome on previous year’s performance
1.2	Enhanced financial sustainability through diversified revenue streams	<ul style="list-style-type: none"> ▶ Approval of Fundraising and Support Strategy ▶ Soliciting of donor funding to expand MDDA services 	<ul style="list-style-type: none"> ▶ Rigorous implementation of the Fundraising and Support Strategy to raise donor funding 	<ul style="list-style-type: none"> ▶ Extra funds raised through donations to support the CSCM sector
1.3	Optimised current revenue streams	<ul style="list-style-type: none"> ▶ Initiate legislative framework review to formalise financial contributions by mainstream print media 	<ul style="list-style-type: none"> ▶ Finalise legislative framework review to introduce obligatory contributions by print media 	<ul style="list-style-type: none"> ▶ More stable financial contributions by mainstream print media
#	CUSTOMER PERSPECTIVE			
2.1	Increased access to MDDA services using digital platforms	<ul style="list-style-type: none"> ▶ R&D studies to investigate robust digital platforms to increase access to MDDA supporting the Digital Innovation Strategy ▶ System to track funding applications ▶ Interactive and regularly updated website 	<ul style="list-style-type: none"> ▶ Implement feasible R&D studies outcomes prioritised according to needs and resource availability ▶ System to track funding applications ▶ Interactive and regularly updated website ▶ Bulk messaging to publicise MDDA events among 	<ul style="list-style-type: none"> ▶ System to track funding applications ▶ Interactive and regularly updated website ▶ Bulk messaging to publicise MDDA events among relevant stakeholders

		<ul style="list-style-type: none"> ▶ Bulk messaging to publicise MDDA events among relevant stakeholders 	<ul style="list-style-type: none"> ▶ relevant stakeholders 	
2.2	Improved access to community media ownership and management by HDIs	<ul style="list-style-type: none"> ▶ Percentage increase in financial and non-financial support (new entrants) 	<ul style="list-style-type: none"> ▶ Percentage increase in financial and non-financial support (new entrants) ▶ Conduct biennial impact study 	<ul style="list-style-type: none"> ▶ 10% increase in HDIs receiving financial and non-financial support (new entrants)
2.3	High levels of stakeholder (beneficiaries and partners) satisfaction achieved and maintained	<ul style="list-style-type: none"> ▶ Implementation of Stakeholder Management Strategy to build and maintain robust strengthen stakeholder relations 	<ul style="list-style-type: none"> ▶ Ongoing implementation of Stakeholder Management Strategy to build and maintain robust strengthen stakeholder relations 	<ul style="list-style-type: none"> ▶ Achieve the minimum of 70% satisfaction
2.4	High levels of institutional public confidence in the MDDA brand	<ul style="list-style-type: none"> ▶ Institute a whistleblowing mechanism ▶ Monitor complaints register and address the issues raised ▶ Risk management maturity focusing on reputational risk 	<ul style="list-style-type: none"> ▶ Effective management of whistleblowing and response to issues raised ▶ Effective management of complaints register and address the issues raised ▶ Risk management maturity focusing on reputational risk 	<ul style="list-style-type: none"> ▶ Brand health tracking report
#	INTERNAL PROCESSES			
3.1	Effective implementation of the impact assessment mechanism to evaluate MDDA programmes	<ul style="list-style-type: none"> ▶ Develop a mechanism to evaluate the impact of MDDA programmes through surveys and data analytics processes 	<ul style="list-style-type: none"> ▶ Track impact and generate reports 	<ul style="list-style-type: none"> ▶ Report on impact evaluation of MDDA programmes
3.2	High levels of operational efficiency attained and maintained for the benefit of MDDA stakeholders	<ul style="list-style-type: none"> ▶ Develop the Digital Innovation Strategy Document, map and automated key business processes linked to a predefined business process maturity assessment toolkit (BPMAT) 	<ul style="list-style-type: none"> ▶ Effectively pursue implementation target for the financial year ▶ Enforce implementation and evaluation of business processes 	<ul style="list-style-type: none"> ▶ Assessment of business process maturity through a BPMAT)
3.3	Optimal risk management attained and maintained for high levels of confidence in MDDA's business decisions	<p>Achieve Level 2 (Mature) Level of Organisation-Wide Risk Maturity achieved as per the MDDA Risk Maturity Assessment Framework, comprising the following four maturity levels:</p> <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced 	<ul style="list-style-type: none"> ▶ Level 3: Mature 	<ul style="list-style-type: none"> ▶ Level 3: Mature

3.4	Strategic partnerships and alliances established and maintained to advance the MDDA mandate collaboratively	<ul style="list-style-type: none"> ▶ All strategic partnerships and alliances identified and approved ▶ Partnership agreements concluded ▶ Effective implementation of partnership agreements to extract predetermined value 	<ul style="list-style-type: none"> ▶ Effective implementation of partnership agreements to extract predetermined value 	<ul style="list-style-type: none"> ▶ Assessment report on the impact of partnerships
#	LEARNING & GROWTH / ORGANISATIONAL CAPACITY			
4.1	Skilled and competent workforce maintaining MDDA as a high-performance organisation (HPO)	<ul style="list-style-type: none"> ▶ Workforce plan developed ▶ Skills and competency audit conducted ▶ Develop and implement a performance management system (PMS) that encourages high individual performance 	<ul style="list-style-type: none"> ▶ Undertake capacity initiatives for relevant personnel in specific areas of need as per business needs and personal growth ▶ Recruitment of suitably qualified staff 	<ul style="list-style-type: none"> ▶ At least 80% of MDDA is suitably skilled ▶ At least 80% of workforce declared competent
4.2	Superior talent attracted and retained	<ul style="list-style-type: none"> ▶ Capacitate Corporate Services as a priority unit, more specifically the HR department ▶ Institute a robust staff recruitment process(es) ▶ Develop Strategic Human Capital Management Strategy (or similar strategy) 	<ul style="list-style-type: none"> ▶ Recruit staff in critical areas in line with resource availability ▶ Ongoing full implementation of the Human Capital Strategy 	<ul style="list-style-type: none"> ▶ Evaluate organisational performance curve
		<ul style="list-style-type: none"> ▶ Fill all funded key posts with permanent staff 	<ul style="list-style-type: none"> ▶ Min. 90% retention of staff in key posts 	<ul style="list-style-type: none"> ▶ Min. 90% retention of staff in key posts
4.3	Satisfied and engaged MDDA staff positively impacting HPO aspirations	<ul style="list-style-type: none"> ▶ Conduct a biennial staff climate survey ▶ Implement key recommendations 	<ul style="list-style-type: none"> ▶ Implement key recommendations ▶ Continual improvement in staff satisfaction ▶ Continual improvement in levels of staff engagement 	<ul style="list-style-type: none"> ▶ Minimum of 75% in staff satisfaction ▶ Minimum of 80% in staff engagement

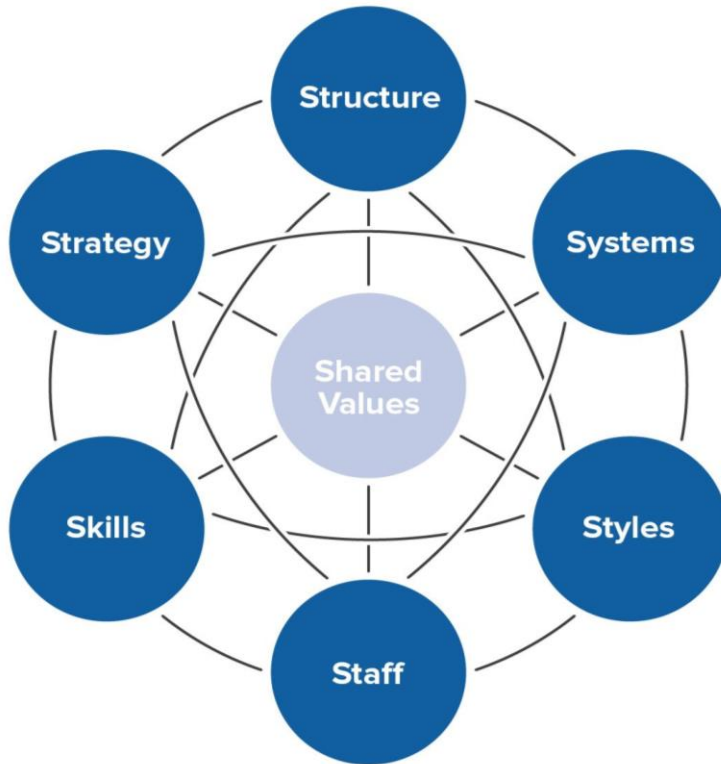
9.2.2 Transforming and maintaining a high-performance MDDA

Informed by the outcomes of its environmental scan as well as the strategic review process, the MDDA has identified specific interventions and initiatives that are designed to maintain the MDDA as a high-performance organisation over the remainder of the MTSF period; and beyond.

This structured approach is predicated on the principles of the McKinsey 7S Model for organisational high performance or impact, which focuses on 1) Strategy; 2) Structure; 3) Systems; 4) Skills; 5) Staff; 6) Style and 7) Shared Values.

In a bid to achieve the targets set in MDDA’s balanced scorecard, the model advocates for each of the seven dimensions working in sync with, and reinforcing each other seamlessly, as depicted in figure 3 below.

Figure 4: McKinsey 7S Model for organisational high-performance and impact



Source: Expert Program Management

1. STRATEGY

Strategically, the following will be the MDDA’s priorities predicated on the outcomes of the environmental scan and impact study that was undertaken by the MDDA that underpin the strategic choices; at the back of celebrating twenty years of service delivery and projecting into the next two decades.

1.1 Heightened focus on digital media support

Notwithstanding the enabling legislative framework, in the form of the MDDA’s founding Act that had anticipated the flourishing of digital media, the latter had

hitherto only received limited attention. There is a rapidly growing demand for MDDA services in the digital media space, but only digital print has received support thus far.

The intricacies of this new media sphere impose their own set of challenges and complexities in that it is largely unregulated by ICASA. Also, there are no formal agreements with players in that space in the same way as radio and TV broadcasting, for instance.

The MDDA intends to invest necessary effort in engaging stakeholders in the digital media space to formulate its impactful involvement therein. This involvement will include among other things, developing the criteria for online radio support. It will also incorporate the assessment of relevant risks that include the code of conduct and exorbitant data costs. High data costs render digital media hard to access for community members who either have no income or fall within a low-income bracket.

1.2 Advancing the sustainability of the community and small commercial media sector

The notion of sustainability of the community and small commercial media sector is multifaceted. The ability of the sector to sustain itself is imperative in mitigating the repeated support of the same beneficiaries, particularly considering the acutely limited resources of the MDDA, amid rapidly growing demands for its services. Also, it is incumbent upon these businesses to be self-sustaining in the context of small business success in general.

For its part, the MDDA is in the process of undertaking a comprehensive study that will inform the sustainability model that will be developed post the study. This initiative is being endorsed and supported by UNESCO to cooperate with the MDDA to potentially establish best practice for member states.

1.3 Professionalisation of the community media environment

Whilst the professionalisation of the sector warrants a special focus it also forms part of the multi-facets of the sustainability of community media referenced above. These community media businesses are generally started by volunteers who are passionate about the industry and/or given communities. Often, these

are not professionals who stay in the sector, which leads to a high rotation of personnel, especially in leadership, which in turn contributes to instability.

The sustainability of these businesses is envisioned to contribute towards attracting and retaining professional talent if there are opportunities for sustainable livelihoods and a reasonable return on investment (ROI).

1.4 Strengthening intergovernmental relations and other strategic partnerships

Following the dictates of the open innovation concept that the MDDA has opted to explore, partnerships will be central to the agency's execution of its mandate. These partnerships will take a different form and character in the context of public and private sector cooperation.

In the instance of other public sector structures, the MDDA seeks to strengthen intergovernmental relations (IGR) with ICASA in particular. The mandates of these entities intersect in that the beneficiaries of the MDDA are granted licences by ICASA. However, there is no legislative framework that regulates the cooperation between the entities in how for instance, licences are granted and withdrawn in instances where licence holders fall foul of compliance rules. In the absence of the legislative framework, these entities will have to rely on their own institutional relations. The MDDA could also leverage robust IGR processes to lobby all spheres of government to channel 30% of their communication spend on the sector.

SEDA is another organ of state that could play a pivotal role in helping small media businesses become more successful through its incubation interventions. The average of twelve months of incubation of start-up businesses is proving not to be adequate. This presents one of the areas where innovation could prove crucial.

Effectively structured, conceptualised and managed, other strategic partnerships could yield a vast range of benefits for the sector.

1.5 Entrenching the culture of innovation within the MDDA and the sector

The mission statement places innovation at the centre of one of the desired outcomes regarding the nature of the community media the MDDA exists to foster. Adopting innovation as part of the organisational culture is no longer optional. It is increasingly a business imperative in the modern era, both for efficiency and as a cost-saving measure in business practices and delivery of services.

The development and implementation of the Digital Innovation Strategy will focus both on the MDDA and the broader community and small commercial media sector. However, these strategies will only serve as a means to an end, with the ideal end being the MDDA staff and the sector-wide personnel being attuned to innovation in attitude and action; to future proof the organisation and the industry in this dynamic digital era.

1.6 Improving the visibility of the MDDA brand

Given the space it occupies in the media fraternity, it is a reasonable expectation for the MDDA to boast a vibrant brand with great prominence within the sector. The MDDA intends for the brand to not only be known within the context of its service offerings but to also be respected by not only the industry but also the communities, who are beneficiaries as consumers of community media.

Community outreach programmes and active and interactive social media presence are some of the platforms that will be leveraged in pursuit of improving brand visibility. These outreach programmes are important in positioning community and small commercial media as platforms to advance their needs as listeners. Further, they present and promote opportunities for access from the ownership perspective to engender media diversity not only in terms of listening options.

The organisation is currently in the process of improving its website and making it more interactive as one of the most critical brand touchpoints.

Initiatives such as cooperation with international bodies such as UNESCO are anticipated to also improve the prestige of the MDDA brand.

In essence, any effort towards brand visibility will be underpinned by actions that are meaningful to the beneficiaries and other stakeholders to contribute towards repairing the reputational damage of the past.

1.7 Targeted support to rural-based community media

Rural-based community media plays a particularly important role in advancing rural development by empowering local communities. They, however, battle greater challenges than their urban counterparts.

The specific interventions will be informed by the outcomes of various studies as part of the MDDA's focus on knowledge based CSCM sector management.

1.8 Lobby and advocacy for the MDDA Act review

1.8.1 Formalised relations with mainstream print media

The current legislative framework that governs the operations of the MDDA excludes print media from the obligatory funding arrangements. Any funding support is based entirely on a handshake which has undesirable consequences.

Formalising funding agreements with print media would improve the coffers of the MDDA for an express intent to improve the funding of the community-based print media subsector. The founding Act will be subjected to a review process as an effective lever to formalise the working relationship.

The agency is fully mindful of the complexities of funding potential competition as some of the community-based media might outperform established counterparts in terms of audience figures.

1.8.2 Regulation of digital media

Whilst policy and regulation matters fall outside the ambit of the MDDA, the regulation of the digital media remains of the critical areas of concern legislatively that the MDDA seeks to lobby for.

Digital media is a phenomenon that cannot be reversed, wished away, or ignored for the immeasurable influence it wields in the entire media

landscape within the purview of the MDDA. It is inextricably interwoven into the fabric of modern society and a global phenomenon that has redefined the meaning of community.

2. STRUCTURE

This section primarily focuses on how the MDDA is structured and resourced to deliver its services as effectively and efficiently as possible.

2.1 Review of the organisational structure and service delivery model

Whilst the MDDA is a national organisation that centres its operations at its offices in Gauteng it constantly assesses both its ability and efficiency in servicing the nation from a central point. Guided by the mantra that *structure follows strategy*, the agency will in due course revisit its organisational structure and service delivery model; both of which predate the new strategic direction, to test their fitness for purpose. This will among other things, ensure that the organisation builds capacity to meet digital media demands.

One of the key purposes of the review will be to streamline the organisational structure to eliminate the current overlaps in operations. Furthermore, this will be targeted to improve cooperation across programmes and business units.

2.2 Engendering Culture and Change Management

The organisation was previously marred by negativity, factionalism and toxicity of the environment owing to instability in the management and executive positions. These positions had remained vacant over a period before the current situation where the vacancy rate was brought drastically down to about 7%.

To position the MDDA as an employer of choice and an organisation that adheres to legislation, and to inculcate a conducive working environment, the entity has developed a Human Resource Management (HRM) Strategy with six priority areas. The first of these areas is culture change where staff live the values and are ambassadors for the organisation.

2.3 Recruitment, retention, and succession planning

Whereas all middle management positions were filled earlier, two Exco vacancies were filled in January 2020. The Chief Finance Officer (CFO)'s position was filled in September 2018. Interviews were conducted in February 2021 for the last vacant executive position and the position is in the process of being filled, thus concluding the recruitment for all critical positions.

The entity's recently adopted Retention Policy is ensuring that the principles of succession planning are implemented through promotions of internal employees and employment of departmental interns. The entity last had interns and learners in 2018/19 and two of them were absorbed into permanent entry-level positions. The application and proposal for new interns have been submitted to the MICTSETA for consideration.

3. SYSTEMS

The systems perspective focuses on how the MDDA manages the entire operational value chain, in terms of practices relating to executing its mandate as well as the technology platforms that support its operations.

3.1 Effective and efficient MDDA through robust business processes

Streamlining the structure to eliminate overlaps that adversely impact organisational efficiencies requires going beyond structural issues. This must be supported by robust business processes.

The operating model and service delivery model that will be revised will inform the MDDA's business processes and identify priority ones for formalisation, mapping, and automation. These will also include what collaborations the organisation enters and how these are managed, how decision-making processes and delegations of authority are formalised across the organisation. Formalised business processes for standardisation are critical for purposes of operational effectiveness and efficiency; guided particularly by the MDDA's strategic priorities. These will be documented and mapped prior to being automated.

The process of formalising the institutional business processes was initiated in 2020 but was affected by the lockdown restrictions when regular operations were disrupted.

Formalised business processes also play a pivotal role in underpinning organisational culture and change management referenced above.

3.2 Effective management of organisational risks

Section 3.1 under the institutional policies elaborates on the critical importance of effective risk management for the MDDA.

The agency will focus its energies on ensuring that it reaches the highest possible risk management maturity level before the end of the current MTSF period; supported by enforcing robust business processes.

3.3 Standardised formula for equitable regional support

Whilst the agency has been effective in its endeavour to ensure an equitable spread of its benefits across all nine provinces, there was no standardised formula underpinning the extension of grants.

Developing a standard formula will form part of the priorities over the remainder of the MTSF period, mindful of its importance in improving the geographic spread of the MDDA benefits.

3.4 Gearing the organisational systems for new plans

The organisation recognises that its ICT systems are basic and but are adequately effective to reasonably meet the demands of the new organisational plans. These include setting up and effectively supporting staff who may have to operate from home for longer than anticipated given the unpredictable nature of the current COVID-19 situation.

The MDDA recognised that robust technological systems play a significant role in future-proofing the organisation and improving its agility in an increasingly dynamic environment. This must be accompanied by change management process that ensure a reasonable degree of adaption in the application of systems.

3.5 Foregrounding Performance Management

The Board approved a new performance management policy in March 2020, introducing a different approach to identifying and incentivising real performance. This marked a departure from a blanket approach where all staff received performance incentives, regardless of their performance.

Performance agreements of Senior Management will be moderated by the HR department to ensure alignment with the department's strategic objectives and AOPs.

4. SKILLS

4.1 Facilitating impactful funding through a better-skilled MDDA team

The prudent deployment of the MDDA's acutely limited resources requires that the agency has requisite resident skills to analyse and process the nuanced support requirements of the media industry.

4.2 Future-purposing the MDDA skill sets

Improving organisational readiness for its repositioning will be anchored in among other things, ensuring that there are resident skills that are aligned to sector demands. To that end, the skills audit process is underway through an outsourced service provider.

Building internal capacity will be augmented with a formal coaching and mentorship programme alongside specialised training to fast-track capacitation and ameliorate the lack of sector experience; including in the digital media space that is growing exponentially.

Since digital transformation impacts all areas of media in this digital era, digital skills are rapidly becoming a business imperative for the survival and sustainability of the agency, all personnel will be supported to upskill.

Lastly, the understanding of development as an area of specialisation is essential as well to ensure the correct application of the mandate and related policies. All staff will be capacitated to understand their role from a community media development perspective holistically.

4.3 Training and development

The entity has shown leadership in the implementation of several tools such as talent management and strategies for retention, training, and development. The training programmes in the Workplace Skills Plan (WSP) are geared to enhancing organisation's productivity and effectiveness; through a bursary scheme and other human capital interventions such as induction.

The MDDA continues to instil a culture of continuous development and professionalism in management and staff through capacity development in line with the outcomes of competency assessments, skills requirements in the different business units, among others. The entity will introduce coaching and mentorship programmes and training for management in its three-year strategy and plan.

5. STAFF

The specialist skills utilised by the agency in the execution of its mandate and mainly, research, project management, public sector administration, and media management. Competency in development studies is sparse and needs to be augmented going forward. Digital media skills are another area where internal capacity is required as part of addressing sustainability.

There are perceptions that staff morale is low which is being verified through a scientific climate survey by an independent service provider. The absence of an HRM presents itself as one of the challenges the agency is currently confronted with. This necessitated the temporary outsourcing to a specialist firm that is currently assisting the institution to re-establish the internal HR function. As part of re-establishing the HR function and addressing the low morale issues, an internal survey is planned that will solicit personnel perspectives in order to have an informed intervention.

Building a culture that supports a high-performance organisation rooted in the adopted values requires staff engagement and buy-in. This effort will be bolstered by developing individual balanced scorecards that are aligned to the organisational scorecard.

The entity has shown its commitment to implementing an integrated approach to employee health and wellness; that recognises the importance of linking individual

health, safety and wellness, organisational wellness, environmental sustainability, quality management to productivity, and improved service delivery. To this end, in an unprecedented move, a wellness service provider was appointed in 2020.

6. STYLE

The management and leadership style of the agency must be appreciative of the development agenda underpinning its mandate. In the past when there was instability in the leadership, management's effectiveness was negatively affected. In remaking the organisation, management is adopting a collaborative approach with both internal and external stakeholders.

The media sector is dynamic with constant changes that are shifting boundaries and thus require cooperation and collaboration. One of the benefits of this approach is creating the space for learning and skills transfer. This approach is captured as "Leadership that builds".

Given the improved organisational stability there is a clear demarcation of the roles of Exco and the Board aided by distinct delegations of authority (DOAs).

As part of contributing to improved staff engagement and satisfaction improved internal communication and a participative leadership style are some of the immediate interventions being actively implemented by the MDDA.

7. SHARED VALUES

The organisational values present one of the areas where the Strategic Plan was revised. The value of values is in how they set the rules of engagement and anchor the organisational culture in executing its mandate. One of the key shifts from the previous list of values is the Ubuntu/Botho as a value to being an overarching ethos that is embedded in the DNA of the agency.

This ethos is strengthened by the following values that say as an agency...

We:

- Operate with **Integrity** in the execution of our mandate.

- Are a **Caring** organisation. We care about our personnel, our beneficiaries, our communities and the environment we operate in.
- Strive for **Excellence** at all times in all areas to achieve the best performance for the benefit of our communities.
- Show **Commitment** through our work ethic and always willing to go the extra mile.
- Are **Innovative**, future-focused, moving with the times and open to new ideas.

For each of the above values, behavioural standards will be established as part of performance management to support and encourage desired behaviour from the team.

10. KEY RISKS

Outcome 1	Capable, effective and efficient organisation in support of the delivery of the MDDA mandate
Strategic Risk	(i) Lack of technical competencies in media development (ii) Rise in litigation matters (iii) Negative reputation (iv) Unapproved policies and plans (v) Loss of institutional memory (vi) Non achievement of entity goals
Risk Mitigation	(i) Articulated staff attraction and retention strategy based on the needs of the Agency in delivering on its mandate and on encouraging personal growth. (ii) Training interventions organised, in line with personal growth plans, where skills gaps are identified (ii) Contracts based on clearly outlined Terms of Reference and periodically monitored to ensure successful delivery (iii) Periodic review of compliance register and effective monitoring of legislative environment relevant to Agency by dedicated personnel (iv) Constant communication with Entity Oversight (v) Implementation, monitoring and evaluation of management policy of records, systems and controls (vi) Governance oversight by Board
Outcome 2	Media diversity promoted through the growth of sustainable community-based media in South Africa
Strategic Risk	(i) Economic conditions not conducive to advertising generation and projects depending on continued MDDA funding for sustainability (ii) Inadequate funding to deliver on mandate (iii) Fraud and corruption
Risk Mitigation	(i) Lobby for regulated advertising support and provide capacity building in skills (ii) Alternative funding strategy in place (iii) Develop and implement fraud prevention campaign internally
Outcome 3	Capacitated, digital responsive community-based media sector by 2024
Strategic Risk	(i) Incorrectly focused capacity building (ii) Research findings not followed through due to lack of implementation of results (iii) Lack of thought leadership

Risk Mitigation	(i) Develop five-year strategies and annual operational plans for sector capacity building with an articulation of goals based on skills assessment, M&E findings and other relevant input (ii) Develop five-year strategies and annual operational plans for research, with an articulation of goals based on relevant earlier research projects, and on collaborations with research organisations for cost-effective output (iii) Continuous professional development of MDDA staff
Outcome 4	Increase in HDI communities accessing media opportunities and information through community and small commercial media
Strategic Risk	(i) Inadequate resources in meeting the demand (ii) Quality of content failing to meet consumer demands of target audiences
Risk Mitigation	(i) Ensure impactful implementation of the Fundraising & Support Strategy and formalising contributions by print media to raise additional funding (ii) Leverage the implementation of the Training and Capacity-Building Strategy to improve knowledge of CSCM practitioners

11. PUBLIC ENTITIES

N/A

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Indicator Title	1.1 Percentage improvement in staff satisfaction
Definition	Assessment of the degree of employee satisfaction or job satisfaction and employee engagement can be conducted jointly or as separate surveys, as they measure different aspects. Employee engagement in simple terms measures how content or satisfied employees are with their jobs, specifically, based on factors such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc.

Indicator Title	1.1 Percentage improvement in staff satisfaction
Source of data	Survey completed by individual staff members ideally managed by an independent external party coordinated through the HR department
Method of Calculation (Quantitative) / Assessment (Qualitative)	A percentage score based on the average scores of individuals aspects outlined in the definition above, and measured against the total of 100% per employee and an aggregated total of all employees that participated in the survey
Assumptions	That all staff members earmarked as respondents do participate within the prescribed survey period
Disaggregation of Beneficiaries (where possible)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annual
Desired performance	Year-on-year improvement in both staff satisfaction and engagement to positively impact the organisational performance curve
Indicator responsibility	HR & Corporate Services

Indicator Title	1.2 Percentage of positive stakeholder satisfaction achieved
Definition	Assessment of perceptions of stakeholder communities relating to how the MDDA is being effective in delivering on the expectations relevant to how they related with the organisation. For purposes of this indicator, stakeholder communities shall be limited to beneficiaries, funders, or other strategic partners with whom the MDDA has specific deliverables to be measured against.
Source of data	Results of perception surveys
Method of Calculation (Quantitative) / Assessment (Qualitative)	A percentage evaluation across key performance metrics that are relevant to a specific stakeholder community as described above where each metric is weighted individually and aggregated with others to generate an overall percentage score
Assumptions	That earmarked respondents participate in the survey within the prescribed period
Disaggregation of Beneficiaries (where possible)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Biennially
Desired performance	To achieve high levels of satisfaction towards the agency to maintain strong partnerships and positive brand perception among stakeholder communities

Indicator Title	1.2 Percentage of positive stakeholder satisfaction achieved
Indicator responsibility	Research, Monitoring & Evaluation

Indicator Title	1.3 Level of organisation-wide risk maturity achieved as per the MDDA Risk Maturity Assessment Framework, comprising the following four maturity levels: <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced
Definition	A tool to assess the degree of sophistication of MDDA’s business risk management process, its reliability and effectiveness in identifying, assessing and managing risks and opportunities
Source of data	Implementation progress reports generated through the Governance business unit and submitted to the internal audit committee and Board committee on audit and risk
Method of Calculation (Quantitative) / Assessment (Qualitative)	The degree of maturity is based on the four levels, namely, <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced In terms of the approved MDDA assessment framework, each of these levels has its own performance metrics
Assumptions	<ul style="list-style-type: none"> ▶ That the entire internal team responsible for the implementation of any element observes the relevant protocols to advance the framework ▶ That relevant staff members will participate in internal training that will be provided by or facilitated through the team responsible for governance
Disaggregation of Beneficiaries (where possible)	N/A
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	To sustain organisational health, enhance and maintain its ability to respond to its dynamic environment for its own benefit
Indicator responsibility	Office of the CEO

Indicator Title	2.1 Percentage of five-year Training & Capacity-building Strategy implementation targets met
Definition	The organisational performance analysis measuring the extent to which implementation targets set in the Training & Capacity-building Strategy for the five-year cycle were achieved for the specific period ending in March 2024
Source of data	M&E reporting tracking the implementation of set targets

Indicator Title	2.1 Percentage of five-year Training & Capacity-building Strategy implementation targets met
Method of Calculation (Quantitative) / Assessment (Qualitative)	The simple calculation of the number of targets met measured against those that were not met and expressed as a percentage against a total of 100%
Assumptions	That the resources earmarked for the implementation of the strategy will be available as planned over a multi-year period
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> Youth: 100% Women: 50% People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	To effectively empower targeted beneficiaries to start and/or maintain sustainable CSCM businesses that advance the implementation of the MDDA mandate
Indicator responsibility	Research, Training, Monitoring & Evaluation

Indicator Title	2.2 Percentage improvement in historically disadvantaged communities with ownership and control of community and small commercial media
Definition	The assessment of the extent of active involvement of historically disadvantaged communities in the ownership and control private-owned CSCM businesses
Source of data	Intellidex reports and the MDDA's own reports as of 2024
Method of Calculation (Quantitative) / Assessment (Qualitative)	A simple calculation of the number of CSCM businesses owned and controlled by historically disadvantaged communities against the total number of CSCM businesses nationally expressed as a percentage
Assumptions	<ul style="list-style-type: none"> ▶ That there is sustainable interest in CSCM ownership and control by historically disadvantaged communities ▶ That the overall dynamics, including resource availability, involved in financial and non-financial support of the CSCM sector by the MDDA will favour the endeavours to increase the ownership and control by historically disadvantaged communities
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> Youth: 100% Women: 50% People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually

Indicator Title	2.2 Percentage improvement in historically disadvantaged communities with ownership and control of community and small commercial media
Desired performance	To positively impact the full spectrum of media development, diversity and access of the MDDA's mandate through the successful participation of HDIs as owners
Indicator responsibility	Seed & Grant Funding

Indicator Title	2.3 Percentage improvement in historically disadvantaged communities with ownership of community broadcast projects
Definition	The assessment of the extent of active involvement of historically disadvantaged communities in the ownership and control community owned CSCM operations through Non-Profit Organisations, etc
Source of data	Intellidex reports and the MDDA's own reports as of 2024
Method of Calculation (Quantitative) / Assessment (Qualitative)	A simple calculation of the number of CSCM operations owned and controlled by historically disadvantaged communities against the total number of CSCM businesses nationally expressed as a percentage
Assumptions	<ul style="list-style-type: none"> ▶ That there is sustainable interest in CSCM ownership and control by historically disadvantaged communities ▶ That the overall dynamics, including resource availability, involved in financial and non-financial support of the CSCM sector by the MDDA will favour the endeavours to increase the ownership and control by historically disadvantaged communities
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> • Youth: 100% • Women: 50% • People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Annually
Desired performance	To positively impact the full spectrum of media development, diversity and access of the MDDA's mandate through the successful participation of HDIs as owners
Indicator responsibility	Seed & Grant Funding

Indicator Title	3.1 Number of community and small commercial media supported to digitise operations
Definition	Support of community and small commercial media to take the optimum possible advantage of technology to move their key operations to the digital realm to improve efficiencies and reduce operational costs and benefit from the advantages of digitisation on general
Source of data	Performance tracking reports
Method of Calculation (Quantitative) /	A simple count of the number of community and small commercial media businesses that digitise their operations

Indicator Title	3.1 Number of community and small commercial media supported to digitise operations
Assessment (Qualitative)	
Assumptions	<ul style="list-style-type: none"> ▶ That there will be no resistance to migrating to the new ways of doing things and breaking away with conventional ways ▶ That efforts through the implementation of the Fundraising and Support Strategy will contribute to the availability of resources that need to be mobilised to achieve this goal
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> • Youth: 100% • Women: 50% • People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	To assist CSCM businesses to reduce their operational costs and benefit from the digitisation advantages thus contributing to their sustainability in a manner that alleviates pressures on MDDA's limited resources
Indicator responsibility	Seed & Grant Funding

Indicator Title	4.1 Number of HDIs trained in community and small commercial media management
Definition	Providing capacity-building support to historically disadvantaged individuals to run successful and sustainable CSCM operations
Source of data	Training project implementation reports
Method of Calculation (Quantitative) / Assessment (Qualitative)	A simple count of the number of HDIs who benefit from MDDA's capacity-building interventions and initiatives targeted specifically at managing community and small commercial operations
Assumptions	That there will be necessary interest in management training opportunities provided based on their perceived relevance and effectiveness
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> • Youth: 100% • Women: 50% • People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	To equip individuals from previously backgrounds with the necessary skills to run successful and sustainable CSCM businesses to professionalise the sector and contribute towards alleviating pressure on the MDDA resources
Indicator responsibility	Research, Training & Monitoring & Evaluation

Indicator Title	4.2 Number of community and small commercial media supported to increase audience numbers
Definition	Extending the support to community and small commercial media operations to specifically improve their audience numbers.
Source of data	Project implementation reports
Method of Calculation (Quantitative) / Assessment (Qualitative)	A simple count of the number of CSCM businesses that benefit from the MDDA's programmes that are specifically designed to positively impact audience figures
Assumptions	<ul style="list-style-type: none"> ▶ That CSCM produces content that is attractive to target audiences that lessens the burden of attracting audiences to their respective platforms ▶ That the MDDA will be able to mobilise necessary resources to assist beneficiaries with improving their audience ratings (ARs) given the dynamics that are likely to be vastly different leading to some beneficiaries requiring far greater resources than their counterparts
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> • Youth: 100% • Women: 50% • People with Disabilities: 5%
Spatial Transformation (where applicable)	N/A
Reporting Cycle	Quarterly
Desired performance	The increase in the number of audiences enhances advertising revenues contributing to the ability of the projects to sustain themselves and alleviating repeat support pressure from the MDDA
Indicator responsibility	Research, Training & Monitoring & Evaluation

Indicator Title	4.3 Number of community and small commercial media education outreach events
Definition	Including media literacy works and culture of reading initiatives together with safe content consumption in partnership with Film and Publication Board
Source of data	MOA with FPB and project implementation reports
Method of Calculation (Quantitative) / Assessment (Qualitative)	A simple count of the number of events hosted targeting the CSCM sector
Assumptions	<ul style="list-style-type: none"> • That there is successful cooperation and collaboration with FPB • That there is requisite funding available
Disaggregation of Beneficiaries (where possible)	<ul style="list-style-type: none"> • Youth: 100% • Women: 50% • People with Disabilities: 5%
Spatial Transformation	N/A

Indicator Title	4.3 Number of community and small commercial media education outreach events
(where applicable)	
Reporting Cycle	Quarterly
Desired performance	Maximum reach of participants in particular those from rural communities
Indicator responsibility	Research, Training, Monitoring & Evaluation

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

1. Revised Vision and Mission Statements

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

2. The revised Impact Statement

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

3. Revised Outcomes and Targets

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

4. The introduction of the Balanced Scorecard targets

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

5. The introduction of the McKinsey 7S Model

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

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

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