Media Development & Diversity Agency (MDDA)

Strategic Plan

2020/2021 - 2024/2025

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

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EXECUTIVE AUTHORITY STATEMENT

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 in order to participate effectively in an increasingly connected world.

Media development encapsulates promoting and creating an enabling environment to help redress exclusion and marginalization 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 - and, so armed, drive development. 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 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, 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.

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), which are to promote media development and diversity, media freedom, the right to freedom of expression and freedom to receive and impart information or ideas.

It is in this context we believe that the South African story must be told by South Africans united in their diversity, in their own language and expressed in their own culture and heritage.

The plan must give meaning and effect to the National Development Plan (NDP), which sets out where we want to be in 10 years' time as a country, as well as the priorities set out in the Electoral Mandate.

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

Jackson Mthembu (MP)
Minister in the Presidency
Executive Authority

EXECUTIVE AUTHORITY STATEMENT (DEPUTY MINISTER)

It gives me great pleasure to present the 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 without a doubt been a main contributor, if not the major contributor to diversification of our media landscape through its initiatives to build a thriving community and small commercial sector. Through its grant funding, the Agency has channeled resources to the community and small commercial media sector, and, in this way, contributed 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 local level. In addition, with an increasing number of women and youth owned/managed projects, the community media sector is contributing strongly to transformation and diversity, both in ownership and content.

While the power of digitization and the Fourth Industrial Revolution (4IR) presents the community media sector with incredible opportunities for enhanced information dissemination and a greater reach, the many challenges facing the sector encompass both the potential cannibalization 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.

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 globalization and technological developments.

These developments have only reinforced the critical role of the MDDA, 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 (NDP), and the electoral mandates set out by the President of South Africa in his State of the Nation Address 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.

Thembi Siweya (MP)
Deputy Minister in the Presidency

ACCOUNTING AUTHORITY STATEMENT

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 Strategic Plan for 2020/2021 – 2024/2025.

The call for social cohesion and the need to address unemployment, poverty and inequality guides 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 and, we believe, will promote an informed and knowledgeable society, which 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 MDDA 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 of the MDDA has no doubt that the Agency will, in the upcoming years, build on its current successes to take the community media sector forward.

The MDDA is governed by a unitary Board of Directors, which is independent and impartial, exercising its powers and performing its duties without fear, favour or prejudice and without any political or commercial interference. The Board has a separate role and authority from the Chief Executive Officer (CEO), as it is primarily responsible for setting the strategic direction of the organization, whilst the CEO is entirely responsible for the implementation of the strategic business and annual performance plans.

The Board has reviewed Management's reassessment of its work to date and is of the opinion 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 pursuance of its constitutional prescripts. Further, the MDDA will continue to uphold its values of, amongst others, integrity and professionalism, ensuring effective, transparent communication with its stakeholders to maintain and build on their trust and confidence.

As the Board of the MDDA has absolute responsibility for the performance of the entity and is accountable for such performance, it is ultimately accountable and responsible to the Executive Authority for the performance and affairs of the MDDA.

The MDDA reports into the Ministry in the Presidency, having moved from reporting into the Department of Communications, following the National Elections of 8th 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 co-operation 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 Strategic Plan for the years 2020/2021 – 2024/2025 for approval.

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 strategic plan.

Ndivhuho Norman Munzhelele
Chairperson of the MDDA Board

ACCOUNTING OFFICER STATEMENT

The third decade of the 21st century year started with the community media sector in the midst of exciting changes in South Africa's media landscape, brought about mainly as a result 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. For example, the MDDA has commissioned a study to assess the skills levels and gaps of the community media sector, and the findings, together with other input, such as the MDDA monitoring and evaluation reports, will be used to develop a robust capacity building strategy for the coming five years. Such a strategy will guide the MDDA's training interventions to ensure that the Agency focuses tightly on the skills gaps within the sector, providing media projects with the skills required to safeguard their future sustainability.

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. 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 which innovative strategies can be implemented to take the sector forward.

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 community and small commercial media 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 media 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.

The entity operates in terms of the MDDA Act, No 14 of 2002. The Executive Authority has indicated its intention to review the Act in light of the radically different media landscape now facing us and the Agency is committed to supporting the review. The MDDA regulations also require review, while the Agency itself recognises that it cannot be "business as normal".

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

As we enter this new five year cycle, the MDDA is committed not only to delivering on its mandate but, in so doing, to contribute to the achievement of the Electoral Mandate of June 2019, in order to put the country on a positive trajectory towards the achievement of the 2030 vision.

Zukiswa Potye
Chief Executive Officer
MDDA

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- Was developed by the management of the MDDA under the guidance of The Ministry in the Presidency.
- Takes into account all the relevant policies, legislation and other mandates for which the MDDA is responsible.
- Accurately reflects the strategic objectives and goals which the MDDA will endeavour to achieve over the 2020/2021 to 2024/2025 period.

Yaseen Asmal   Signature: _____
Chief Financial Officer

Zukiswa Potye   Signature: _____
Accounting Officer

Ndivhuho Norman Munzhelele   Signature: _____
Accounting Authority

Approved by:

Thembi Siweya (MP)   Signature: _____
Executive Authority
Deputy Minister in The Presidency

Jackson Mthembu (MP)   Signature: _____
Executive Authority
Minister in The Presidency

PART A: OUR MANDATE

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

1.   Legislative and other Mandate

1.1   Constitutional Mandate

Whilst not specifically mentioned in the Constitution, the MDDA's mandate is intended to enable realisation of various provisions in this legislation (i.e. Constitution). Relevant provisions in this regard are sections 6, 15, 16, 30 and 32.

- Section 16 (1) (a) to (c), which focus on freedom of expression, state that *"everyone has the right to freedom of expression, which includes freedom of the press and other media; freedom to receive or impart information or idea; and freedom of artistic creativity"*. This right is made conditional under section 16 (2) (a) to (c), which require its realisation not to extend to *"propaganda for war; incitement of imminent violence; or advocacy of hatred that is based on race, ethnicity, gender or religion, and that constitutes incitement to cause harm"*.

- Section 32 (1) (a) and (b), which relates to the MDDA, stating that *"Everyone has the right of access to any information held by the state; and any information that is held by another person and that is required for the exercise or protection of any rights"*. Section 32 (2) further requires that *"national legislation must be enacted to give effect to this right, and may provide for reasonable measures to alleviate the administrative and financial burden on the state"*.

- Section 15 (1), which focuses on freedom of religion, belief and opinion, determines that *"Everyone has the right to freedom of conscience, religion, thought, belief and opinion"*.

A further provision that relates to MDDA's mandate is section 6 (2) as it states *"Recognizing 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"*. This is amplified by section 31 (1) (a) and (b), which determine that *"Persons belonging to a cultural, religious or linguistic community may not be denied the right, with other members of that community to enjoy their culture, practice their religion and use their language; and to form, join and maintain cultural, religious and linguistic associations and other organs of civil society"*.

As outlined in 2.1 below, the MDD(Development)A and the community media as a whole have a strategic role in supporting the "2030 Agenda, with its Sustainable Development Goals (SDGs/SDG16)", which provides a vision for an integrated and sustainable approach to development.

Media development should be seen as part of international cooperation aimed at enabling a more independent, pluralist, professional, gender-sensitive, diverse and sustainable media sector, online and offline, including freedom of expression and safety of journalists. Actions in this field cover, among other things, efforts to promote conducive legal and regulatory frameworks. as well as initiatives aimed at strengthening the capacity of media actors.

For example, recommendations from the United Nations Committee on the rights of the Child (UNCRC) include taking effective measures to promote indigenous languages, including through the provision of bilingual education to indigenous children in their own indigenous languages, as well as in the official languages of the State. Community Media has a key role in this and, in the interest of media content diversity, the MDDA will review how it can assist the sector.

2   Legislative and Policy Mandates

2.1   Media Development and Diversity Act No. 14 of 2002

The establishment of the Media Development and Diversity Agency (MDDA) was enabled through Cabinet's adoption – with amendments – of the report of the Task Group on Government Communication (also referred to as Comtask). This report therefore constitutes the initial policy directive of government on the need to establish the MDDA and under which conditions.

The MDDA's establishment and mandate is primarily set out through the Media Development and Diversity Act No. 14 of 2002. This legislation's purpose is *"to establish the Media Development and Diversity Agency; to provide for its objective and functions; to provide for the constitution of the Board and the management of the Agency by the Board; to provide for the chief executive officer and other staff of the Agency; to provide for the finances of the Agency; and to provide for the support of projects aimed at promoting media development and diversity."*

The Media Development and Diversity Act No. 14 of 2002 establishes the MDDA as a statutory organ to foster the promotion of and ensure media development and diversity in South Africa. The mandate of the Agency is therefore enshrined in law and aims to:

- Create an enabling environment for media development and diversity, which 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 community and small commercial media projects.

The MDDA must also ensure adherence to the Electronic Communication Act (ECA) No. 35 of 2005, the Public Finance Management Act No.1 of 1999 (PFMA) and the Promotion of Administrative Justice Act No. 3 of 2000 (PAJA), as these concern promotion of media diversity and development, good and accountable governance and the administration of justice.

The Independent Communications Authority of South Africa Act, Act No. 13 of 2000, as amended, which gives ICASA the power to grant; renew; amend; transfer; and revoke licences, also impacts the MDDA as financial support is only granted to those broadcast projects that have acquired a licence from ICASA

2.2   Medium Term Strategic Framework (MTSF)

The MTSF is a high-level strategic document to guide the five-year implementation and monitoring of the National Development Plan - Vision 2030 (NDP). The MTSF identifies seven priorities for 2019-2024 to form the basis of the NDP Five Year Implementation Plan. These priorities were derived from the Electoral Mandate outlined in the State of the Nation Address (SONA) by the President of South Africa in June 2019, in order to put the country on a positive trajectory towards the achievement of the 2030 vision. The seven priorities are as follows:

- Pillar 1: A strong and inclusive economy
  - ➢ Priority 1: Economic transformation and job creation

- Pillar 2: Capabilities of South Africans
  - ➢ Priority 2: Education, skills and health
  - ➢ Priority 3: Consolidating social wage through reliable and quality basic services
  - ➢ Priority 4: Spatial integration, human settlements and local government
  - ➢ Priority 5: Social cohesion and safe communities

- Pillar 3: A capable state
  - ➢ Priority 6: A capable, ethical and developmental state
  - ➢ Priority 7: A better Africa and World

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

- Priority 1: Economic Transformation and Job Creation speaks to the MDDA's mandate to "Encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups;" and to "Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst historically disadvantaged groups".

- Priority 5: Social Cohesion and Safe Communities speaks to the role of community media in strengthening and building communities, and in social cohesion by bringing communities together. Community media is a cornerstone of public participation and active citizenship, promoting transparency, giving communities the opportunity to add their views and aspirations to the public discourse in the country. Community media's mandate is to report on stories reflecting community beliefs and concerns and aspirations of the community.

- Priority 6: A Capable, Ethical and Developmental State speaks to the values of the MDDA as a public entity in ensuring the highest levels of good governance of both the Agency and the media projects it supports. In addition, the MDDA takes a development approach to the community media sector by granting funds and building capacity in order to enhance sustainability.

2.3 Other Relevant Policy Prescripts

The MDDA's approach to media development and diversification must also remain consistent with policy prescripts that may not be directly intended to influence the Agency's operations. To that extent, it is also prudent for the MDDA to remain updated about how these affect its mandate and whether there is a need to advocate for any specific amendments.

In particular, the MDDA is affected by the following:
- Independent Broadcasting Authority Triple Inquiry Report
- White Paper on Broadcasting Policy
- Community Television Broadcasting Services Position Paper
- Regulations of the Independent Communication Authority of South Africa
- ICT Policy White Paper

3 Institutional Policies and Strategies over the five-year planning period

The MDDA's strategies and activities are guided by the Media Development and Diversity Act No. 14 of 2002 and the Regulations in terms of section 22 of the Media Development and Diversity Agency Act (Act 14 of 2002), which were promulgated in 2003.

However, there have been considerable changes in the media landscape, including the burgeoning of community media since 2004 when the MDDA funded its first media project, and the changes brought about in the newsroom by the advent of digital news and social media. These changes have varied implications, outside of the Act and Regulations, to the MDDA's work over the five-year planning period.

A priority over the five-year planning period will therefore be to lobby for a review of the MDDA Act and to review the Regulations, in light of new developments within the media as a whole and specifically within the community media sector itself.

In terms of the digital era and equipping community media for the Fourth Industrial Revolution (4IR), the challenge for the MDDA is how it will assist and indeed lead the community media sector in rolling

out affordable technology platforms and communication infrastructure and services in order to impact on a diversified alternative media.

While the community media sector has seen considerable growth over the past 16 years since the MDDA funded its first project, the sector is plagued by sustainability challenges. Increased focus therefore needs to be given to the research and capacity building activities of the MDDA, funding of which is currently restricted by the MDDA regulations to 5% of its budget.

In addition, the MDDA needs to place greater emphasis on assisting the sector attract revenue by lobbying the public and private sector for advertising support.

As a Schedule 3A Public Entity, the MDDA receives an annual transfer of funds appropriated by the Parliament in terms of the Public Finance Management Act, and further receives contributions from the Broadcast funders in terms of the Electronic Communication Act (Universal Service Access Fund of 0.2% of the annual turnover of licensed activities). Given the current economic downturn, this revenue source is restricted and is insufficient to service the MDDA's capability to fully develop on its mandate. An ongoing focus area over the next five years is therefore to attract support, financial and non-financial, from other sources, including the commercial print sector, which last contributed to the MDDA in 2014, and sectors such as the telecommunications company. Strengthening partnerships with other sector stakeholders, such as ICASA, Sentech and SEDA, is also critical to mobilising the full resources to the benefit of community and small commercial media.

The MDDA's internal policies are in full compliance with:

- The Public Finance Management Act No. 1 of 1996
- The BBBEE Act No. 59 of 2003
- The Labour Relations Act No. 96 of 1995
- The Employment Equity Act of 2000
- The Skills Development Act
- The Basic Conditions of Employment No. 75 of 1997 and other relevant legislation
- Regulations prescribed in terms of the respective legislation that are signed into law by the President from time to time
- MDDA Regulations and relevant Government policy positions

4   Relevant court rulings

There are no court rulings specifically related to the MDDA. That said, since its mandate essentially involves directing the development of key role-players in the media industry, the MDDA has to always remain conscious and informed of court rulings as they affect its stakeholders. These have to be always evaluated in relation to their impact on the Agency's mandate and what therefore its most appropriate response should be.

PART B: OUR STRATEGIC FOCUS

5. Our Vision

An accessible, developmental and diversified media

6. Our Mission

To support the development of a vibrant, innovative, sustainable and people-centered community media sector through resourcing, knowledge-based research and capacity building, in order to give a voice to historically disadvantaged communities

7. Our Values

Accountability	We are responsible for our actions, decisions and policies as well as reporting and communicating our outcomes.
Inclusivity	We embrace and celebrate the richness of diversity and recognize the differing skills, experiences and perspectives of each beneficiary/community.
Integrity	We are honest, transparent, reliable, fair, accountable and responsible for our actions.
Ubuntu	We are empathetic, courteous, appreciative and respectful to our staff and clients alike.
Professionalism	We are efficient, effective, service delivery orientated, punctual and performance driven and work collectively.

8 Situational Analysis

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

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

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

8.1 External Environment

8.1.1 Social imperatives

At the social level, South Africa continues to be plagued by issues of unemployment, poverty, and inequality, including lack of social cohesion and increasing service delivery protests.

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

The persistent poverty means that the population living below the Lower Bound Poverty Line increased from 36.4% in 2011 (18.7 million people) to 40.0% in 2015 (21.9 million people) against the NDP 2030 target of zero proportion of households with a monthly income level of R419 (in 2009 prices).

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

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

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

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

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

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

8.1.2   Technological imperatives

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

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

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

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

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

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

Furthermore, while the country commits itself to embracing the Fourth Industrial Revolution (4IR), there is confusion between and misunderstanding of the Third Industrial Revolution (3IR), essentially digitisation, and 4IR, essentially artificial intelligence, with many entities still grappling with the 3IR.

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 imperatives

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

The media therefore operates in an economic environment that reflects Government's commitment to cost containment and spending wisely, as well as ensuring that its competing priorities are impact based. The private sector is also impacted negatively by the prevailing economic conditions, with cutback and retrenchments a current reality. In particular, the current trend towards digital news sites has negatively impacted commercial print media who traditionally were funders of the MDDA.

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

8.1.4   Environmental imperatives

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

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

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

8.1.5 Political imperatives

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

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

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

8.1.6 Legal imperatives

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

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

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

8.1.7 Ethical imperatives

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

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

projects for funding, while more stringent monitoring and evaluation (M&E) and contracting/reporting requirements enforce compliance and good governance by MDDA beneficiaries.

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

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

8.2   MDDA Impact Study

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

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

This is 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 is also being published or broadcast in all indigenous languages, reflecting the diverse country demographics, and training and capacity building interventions have been rolled out to support projects that have experienced gaps.

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

Firstly, the MDDA's budget is restrictive in that the organisation receives just under half the amount required if it were to service all the proposals that it receives. Laws and regulations also determine how funding is to be allocated and, while media projects do receive the majority allocation, training and capacity building identified as a core need receives a fraction of this amount.

Project sustainability is also impacted in a number of ways. Funding criteria are vague and the media projects are not required to demonstrate how they will become self-sufficient by

the end of the funding period. In addition, the MDDA has not been able to resolve the impasse with Government or the commercial sector to secure advertising support for projects to enable sustainability.

Internally, MDDA has been weakened. Staff capacity to respond to challenges is poor, and many senior manager posts remain vacant. Board members have changed frequently contributing to organizational instability. Systems, such as pre-assessment, monitoring and evaluation, etc., require revision so that they can be used as early warning mechanisms when projects are failing to implement in line with contract obligations.

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

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

Overall, it was concluded that the long-term success of the sector requires that changes are made – in this instance to strengthen the MDDA so that it is able to play a role in bringing together project partners, allocating funds appropriately, and in training and developing capacity for the long-term sustainability of the sector.

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

Stakeholders expressed the need to partner so that they can have maximum developmental impact within the sector. Suggestions included: more formal meetings with the MDDA; representation on the MDDA board; greater transparency when supporting projects; and joint strategic planning sessions to improve outreach and success rates.
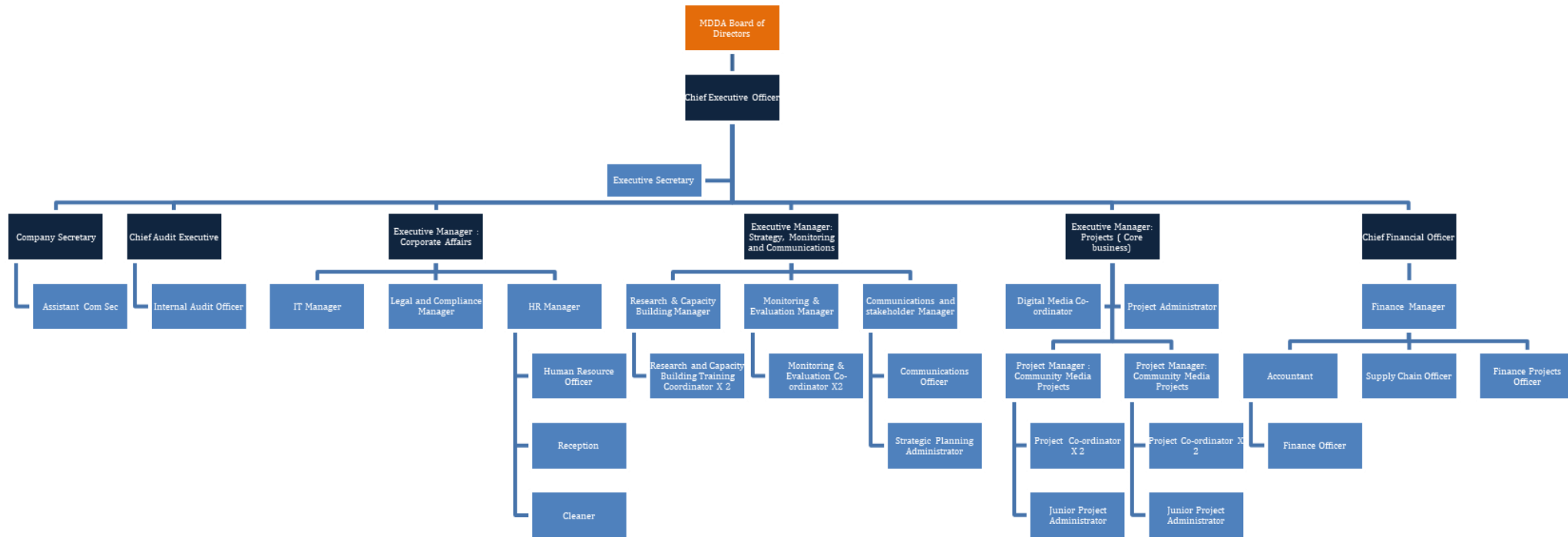
8.3   Internal Environment

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

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

8.3.1   Organisational Environment Situational Analysis

Strengths	• Experienced staff • Young, Innovative and energetic staff • Track record of delivery • Clear mandate as grant making Agency • Policies in place • Well defined beneficiaries • Good skills match with mandate • Well defined values
Weaknesses	• Some key competencies, eg in digital media, missing • Underfunded, especially print media • Divisions in staff complement • Lack of proper record management • Board vacancies • Structure does not encourage growth and no succession planning • Highly centralised mandate
Opportunities	• Dynamic environment provides opportunity to conduct ground-breaking media research on key industry trend/developments • Opportunity for strategic partnerships to promote collaboration • Digitisation presents opportunities for projects greater media reach and reduced costs • Growing relationship with stakeholders • Government commitment to social cohesion underscores MDDA mandate
Threats	• Cost containment drive by Government and Private Sector threaten MDDA budget • Slow review of legislation • Cyber threats • Uncompetitive practices

8.3.2. Organisational Structure

As of January 2020, there was a total permanent staff complement of 29 out of 39 approved positions. The current workforce is diverse ranging in age and gender, with 96% of MDDA employees black (African, Indian and Coloured), of which slightly more than 50% are women.

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

8.3.3 Financial perspective

The strategic objective for this perspective is to strengthen, grow and protect the MDDA funding base. The MDDA currently receives funding appropriated by the Parliament in terms of the Public Finance Management Act, and from broadcasters via the USAF levy.

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

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

8.3.4 Stakeholder perspective

The MDDA delivers its work through strategic partnerships with other Government departments, industry bodies and stakeholders and aligns its performance programmes to contribute towards the realisation of key priorities of the NDP and of the Electoral Mandate.

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

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

8.3.5 Business process perspective

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

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

The MDDA is currently at 75% capacity, a legacy of a moratorium placed in December 2018 on filling vacancies when the MDDA reported into the Department of Communications. Since the move of the Agency to reporting to the Minister in the Presidency, the moratorium has been lifted and vacant posts are being filled. The organisational structure has been reviewed to deliver on its mandate in a rapidly changing environment. This includes skills that will enable the Agency to assist the community media in this digital era. All positions included in the new structure are funded.

8.3.6   Learning and growth perspective

The MDDA is focused on establishing and nurturing an environment conducive to learning, growth and development.

PART C: MEASURING OUR PERFORMANCE

9. Institutional Performance Information

Planning sessions, by the MDDA management and staff, and by the MDDA Board, respectively, were held to ensure continued alignment between the processes and plans for implementing the MDDA mandate. The planning was done by taking into consideration several inputs: a scan of important developments in the internal and external environment; an updated analysis of strengths, weaknesses, opportunities and threats (SWOT); and engagement with internal and external stakeholders.

Changes in the strategy were also influenced by the availability of funding and recommendations from institutional reviews and were made in the context of the country committed to ensuring socio-economic transformation.

Key documents that informed the strategic review were the MDDA Act (14 of 2002), the NDP Vision 2030, the MTSF and the Electoral Mandate.

The review gave the MDDA an opportunity to align itself to the rapidly changing media landscape and develop programmes that are responsive to the needs of the citizenry.

In accordance with prescripts stipulating that the Accounting Officer must establish procedures for quarterly reporting to facilitate effective performance monitoring, evaluation and corrective action, the Agency has a formal reporting framework with emphasis on quarterly progress reporting against the quarterly targets committed to in the Annual Performance Plan.

This informs the Annual Report which provides an overall indication of the Agency's progress towards achieving the outcomes set out in this Strategic Plan.

9.1 Measuring the Impact

Impact Statement	An accessible, developmental and diversified media

9.2 Measuring Outcomes

Outcome	Outcome Indicator	Baseline	Five year target
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024	Unqualified Audit with no significant findings	Unqualified audit opinion	Unqualified Audit with no significant findings
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Percentage (%) improvement in historically disadvantaged communities with ownership of community broadcast projects	2019 Study into ownership and control in the media in South Africa completed	10 percent (%) improvement in district municipalities with on-air community broadcast projects by 2024
	Percentage (%) improvement in historically disadvantaged communities with ownership and control of community and small commercial media	2019 Study into ownership and control in the media in South Africa completed	10 percent (%) improvement in district municipalities with operational community and small commercial media projects by 2024
	Percentage (%) of stakeholders with positive feedback on MDDA	Reviewed stakeholder engagement policy submitted to Board for approval	More than 75% of stakeholder partners reviewed in 2024 supportive of continued partnerships with MDDA
	Percentage (%) of stakeholders with positive image of MDDA brand value	Reviewed Communications policy submitted to Board for approval	More than 75% of stakeholders reviewed in 2024 with positive image of MDDA
Capacitated, digital responsive community-based media sector by 2024	Percentage (%) of five-year capacity building strategy goals met by 2024	Capacity building strategy developed	100 percent (%) of five-year capacity building strategy goals met by 2024
	Percentage (%) of five-year research strategy goals met	Research strategy developed	100 percent (%) of five-year research strategy goals met by 2024

9.3 Explanation of Planned Performance over the Five-Year Planning Period

The table below reflects the contribution of outcomes towards the achievement of the NDP Five-Year Implementation Plan, the Monitoring Framework for the NDP Five Year Implementation Plan, the mandate of the MDDA and priorities of women, children and people with disabilities.

MDDA Outcome	NDP Five-Year Implementation Plan	MDDA Mandate	Priorities of women, children and people with disabilities
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024	Priority 6: A Capable, Ethical and Developmental State	ESTABLISH the Media Development and Diversity Agency to help create an enabling environment for media development and diversity that is conducive to public discourse and which reflects the needs and aspirations of all South Africans	MDDA recruitment policy places focus on a fair representation of women and people living with disabilities
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Priority 1: Economic Transformation and Job Creation Priority 5: Social Cohesion and Safe Communities	Create an enabling environment for media development and diversity which 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 community and small commercial media 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 channelling of resources to the community media and small commercial media sectors. Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst historically disadvantaged groups. Raise public awareness with regard to media development and diversity issues.	MDDA funding policy places focus on supporting media projects that are owned or controlled by youth, women and people living with disabilities and which address issues pertinent to them. MDDA places focus on supporting outreach programmes that focus on youth, women and people living with disabilities in the media. The Agency enters into partnerships with representative organizations such as DeafSA in order to promote the rights of the interest group to access to the media.

Capacitated, digital responsive community-based media sector by 2024	Priority 1: Economic Transformation and Job Creation	Create an enabling environment for media development and diversity which reflects the needs and aspirations of all South Africans.	Training and capacity building programmes are run for beneficiary projects, including capacitating media projects on how to address issues relating to women, youth and people living with disabilities.
	Priority 2: Education, Skills and Health	Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst historically disadvantaged groups.	
	Priority 5: Social Cohesion and Safe Communities		

Outcome 1: *Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024* ensures effective leadership, strategic management and operations, through continuous refinement of organisational strategy and the implementation of the appropriate legislation and best practice. This includes providing sound, prudent and efficient human resources, financial, supply chain management, risk management, internal audit, compliance and IT services needed for an effective operation with fiscal health and sustainability. This will ensure compliance with applicable legislative requirements and sustainability of the Agency, which will in term ensure the Agency receives an unqualified audit opinion with no significant findings. It is only by having a fully functioning and accountable agency that the MDDA can provide effective and transparent financial and non-financial support to the community and small commercial media sector, and thereby contribute to an accessible, development and diversified media.

Outcome 2: *Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024* promotes media development and diversity through financial and non-financial support for community broadcasting as well as community and small commercial print projects. In order to optimise the Agency's funding activities, the beneficiary projects need to be monitored for compliance to the funding contracts, as well as evaluated in terms of the impact they make on the communities.

To be a leading influencer and authoritative voice in the community and small commercial media, the MDDA needs to play a key role in the national dialogue on the sector, through implementation of strategic partnerships and by a positive and public image through the rollout of public awareness campaigns.

Assessing the change in ownership and control of the overall media landscape in South Africa provides a further indication of the impact of this outcome in terms promoting community media as a vehicle for ensuring an accessible, transformed and diversified media.

Outcome 3: *Capacitated, digital responsive community media sector by 2024* addresses the need for the community-based media sector to acquire the skills required for sustainability, from financial management to sales & marketing and content generation, as well as to take advantage of the rapid technological changes in the media sector. This also requires research and information to be made available, specific to the sector. By supporting and commissioning research and development projects focusing on relevant and emerging media issues to scientifically define the status quo and

inform future interventions, the MDDA aims to lead the community media sector on the latest trends in industry impacting on both the sector and the MDDA. This is critical if the community media sector is to remain relevant and sustainable and thus contribute to an accessible, developmental and diversified media.

10 Key Risks

Outcome 1	Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024
Outcome Statement	Provide sound, prudent and efficient human resources, financial, supply chain management, risk management, internal audit, compliance and IT services needed for an effective operation with fiscal health and sustainability
Strategic Risk	(i) High staff turnover and lack of technical competencies in media development (ii) Litigation (iii) Negative reputation (iv) Unapproved policies and plans (v) Loss of institutional memory (vi) Non achievement of entity goals
Contributing Factor	(i) Workplace inhibitive to personal growth and retention of skills, combined with recruitment that is out of alignment with job requirements (ii) Ineffective contract management (iii) Non-compliance with laws, regulations and organisational policies (iv) Non-quorating Board (v) Ineffective record keeping (vi) Misalignment of goals between Board and entity/management
Risk Mitigation	(i) Clearly 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 by 2024
Outcome Statement	Provide grant and seed funding and support (i.e. through financial and non-financial means); facilitate relevant capacity building support and skills training programmes; and spearhead and/or participate in media development and diversity related lobbying and advocacy actions
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

Contributing Factor	(i) Uncontrolled proliferation of community-based stations
	(ii) Poor socio-economic conditions combined with weak business plans
	(iii) National fiscus budget cuts
	(iv) Lack of accountability culture
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**
Outcome Statement	Enter partnerships or spearhead initiatives concerned with capacity building and research projects that are focused – directly or indirectly – on the subject of media development and diversity
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
Contributing Factor	(i) Inadequate knowledge of skills gaps in sector
	(ii) Limited funds and/or skills for capacity building and research
	(iii) Lack of internal skills and capacity
Risk Mitigation	(i) Develop five-year strategies and annual operational plans for sector capacity building with clear 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 clear articulation of goals based on relevant earlier research projects; and on collaborations with research organization for cost-effective output
	(iii) Continuous professional development of MDDA staff

PART D: TECHNICAL INDICATOR DESCRIPTION (TID)

OUTCOME 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024

Indicator Title	Unqualified audit with no significant findings
Definition	Attaining an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements
Source	Copy of unqualified audit report
Method of calculation/ assessment of data	Basic count: Audit opinion
Assumptions	CFO and Finance unit fully capacitated
Reporting cycle	Annually
Desired performance	Clean Administration
Indicator responsibility	Chief Financial Officer

OUTCOME 2: Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024

Indicator Title	Percentage (%) improvement in historically disadvantaged communities with ownership of community broadcast projects
Definition	Assess increase in number of district municipalities with community radio stations and TV per district municipality/province.
Source	Survey of number of operational community broadcast projects.
Method of calculation/ assessment of data	Basic count of historically disadvantaged communities served by MDDA beneficiaries
Assumptions	Agency continues to receive adequate funding to fund projects Agency has quorate Board to approve funding applications Projects unit fully capacitated
Disaggregation of Beneficiaries	Target for Women: 50% of stations funded by MDDA with female station managers Target for Youth: 50% of stations funded by MDDA addressing youth issues Target for People with Disabilities: 30% of stations funded by MDDA addressing disability issues
Spatial Transformation	Each District Municipality to have at least one Community Radio Station
Reporting cycle	Quarterly
Desired performance	Sustainable community broadcast sector accessible to historically disadvantaged communities
Indicator responsibility	Projects Director

Indicator Title	Percentage (%) improvement in historically disadvantaged communities with ownership and control of community and small commercial media
Definition	Assess increase in number of district municipalities with diverse media platforms owned and controlled by communities and independent publishers.
Source	Survey of media platforms owned and controlled by communities and independent publishers in operation per district municipality.
Method of calculation/ assessment of data	Basic count of historically disadvantaged communities served by MDDA beneficiaries
Assumptions	Agency continues to receive adequate funding to fund projects Agency has quorate Board to approve funding applications Projects unit fully capacitated
Disaggregation of Beneficiaries	Target for Women: 50% of digital/print media supported by MDDA published by women Target for Youth: 50% of digital/print media supported by MDDA addressing youth issues Target for People with Disabilities: 30% of digital/print media addressing disability issues
Spatial Transformation	Each disadvantaged District Municipality/Community to have at least one Community or Small Commercial Media project
Reporting cycle	Quarterly
Desired performance	Create an enabling environment for digital/print media industry development and SMME growth
Indicator responsibility	Projects Director

Indicator title	Percentage (%) of stakeholders with positive feedback on MDDA
Definition	Commission, in 2024, a stakeholder research instrument to measure effective partnering with sector stakeholders in order to mobilise sector wide resources. The findings of this instrument will serve as the baseline for further reviews.
Source	Contract with research service provider
Method of calculation/ assessment of data	Findings of research
Assumptions	Adequate Communications budget Willingness of stakeholders to enter into partnerships with MDDA
Reporting cycle	Annually
Desired performance	Stakeholder partnerships in place and operational
Indicator responsibility	Communications Manager

Indicator title	Percentage (%) of stakeholders with positive image of MDDA brand value
Definition	Commission, in 2024, a stakeholder research instrument to measure MDDA brand value
Source	Contract with research service provider
Method of calculation/ assessment of data	Findings of research
Assumptions	Adequate Communications budget Communications unit fully capacitated
Reporting cycle	Annually
Desired performance	High MDDA prolife and awareness and positive Brand image amongst stakeholder base
Indicator responsibility	Communications Manager

OUTCOME 3: Capacitated, digital responsive community-based media sector by 2024

Indicator title	Percentage (%) of five-year capacity building strategy goals met by 2024
Definition	Facilitate, in line with capacity building strategy, capacity building and training as catalysts for strengthening and sustaining community media sector in areas identified as negatively impacting on project's sustainability from governance skills, through content generation to ability to adopt new technologies to enhance information dissemination and target reach.
Source	Five-year capacity building strategy
Method of calculation/ assessment of data	Basic count of capacity building initiatives against strategy goals met
Assumptions	Adequate funding in place
Reporting cycle	Annually
Desired performance	Capacitated beneficiaries and sustainable media projects
Indicator responsibility	Projects Director

Indicator Title	Percentage (%) of five-year research strategy goals met
Definition	MDDA funded/commissioned research projects set out in strategy, intended to enrich understanding about media landscape and media diversity and development
Source	Five-year research strategy
Method of calculation/ assessment of data	Basic count of MDDA funded/commissioned research projects against research strategy goals
Assumptions	Adequate funding in place
Reporting cycle	Annually
Desired performance	Informed strategy for the Agency in the delivery of its mandate
Indicator responsibility	Projects Director