

mdda

MEDIA DEVELOPMENT & DIVERSITY AGENCY



ANNUAL PERFORMANCE PLAN

2026/2027

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Newspaper



Radio



TV



PUBLIC ENTITY'S GENERAL INFORMATION

REGISTERED NAME:	Media Development and Diversity Agency
PHYSICAL ADDRESS:	GSM Building, SABC Auckland Park Campus, 26 Canary St, Auckland Park, 2006
POSTAL ADDRESS:	P.O. Box 42846 Fordsburg Johannesburg South Africa 2033
TELEPHONE NUMBER/S:	Tel: +27 (0)11 643 1100
EMAIL ADDRESS:	info@mdda.org.za
WEBSITE ADDRESS:	www.mdda.org.za



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FOREWORD BY THE EXECUTIVE AUTHORITY (MINISTER)



Ms Khumbudzo Ntshavheni, MP

The Media Development and Diversity Agency (MDDA) remain a cornerstone of South Africa's democratic project, working to ensure that the media landscape reflects the full diversity of voices, languages, and experiences of our people. A vibrant and representative media sector not only amplifies the voices of all communities but also safeguards the principles of freedom of expression, access to information, and accountability.

Over the years, the MDDA has played a critical role in redressing historical imbalances in media ownership, access, and representation. Through targeted support to community and small commercial media, the Agency has contributed to building an inclusive media sector that amplifies grassroots voices and promotes indigenous languages and cultural expression. This Annual Performance Plan (APP) outlines the strategic priorities and commitments of the Media Development and Diversity Agency for the 2026/27.

The APP outlines the Agency's strategic priorities for the period ahead, focusing on strengthening the sustainability of community media, advancing digital transformation, and expanding access to diverse and credible sources of information. In an era defined by rapid technological change, digital disruption, and evolving information ecosystems, the need to ensure equitable access to media platforms and sustainable support for independent voices has never been more urgent. This plan responds to these dynamics by prioritising innovation, strengthening institutional capacity, and fostering partnerships that expand reach and impact.

As the media environment continues to evolve in response to technological change and shifting information dynamics, the work of the MDDA becomes even more critical.

The Agency will continue to collaborate with stakeholders across government, industry, and civil society to ensure that media diversity remains a lived reality for all South Africans.

We remain committed to enhancing the sustainability of community media, supporting content that reflects the linguistic, cultural, and geographic diversity of our nation, and enabling greater participation of youth, women, and marginalised groups in the media sector.

Furthermore, this plan reinforces our focus on good governance, transparency, and measurable outcomes. Through clear targets, monitoring frameworks, and stakeholder collaboration, we aim to ensure that resources are utilised effectively to achieve meaningful and lasting change.

As we implement this APP, we call upon all stakeholders—industry partners, civil society, and communities—to work collaboratively in advancing media diversity that

contributes to social cohesion, nation-building, and the strengthening of our constitutional democracy.

Together, we can build a media environment that truly reflects the voices, stories, and aspirations of all our people.

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency

FOREWORD BY THE EXECUTIVE AUTHORITY (DEPUTY MINISTER)



Mr Kenneth Morolong, MP

It is my pleasure to introduce the 2026/2027 Annual Performance Plan of the Media Development and Diversity Agency (MDDA). This plan is a testament to our ongoing commitment to nurturing a media ecosystem that is diverse, innovative, and accessible to all communities across our nation.

As South Africa embraces the spirit of collaboration under the Government of National Unity, the MDDA plays a vital role in strengthening democratic participation through community and small commercial media. These platforms provide essential opportunities for citizens to engage, express themselves, and access information.

This APP places a strong focus on driving digital innovation, enhancing media sustainability, and building media practitioners' capacity to operate effectively in a rapidly shifting technological landscape. Our efforts to bridge the digital divide will prioritize training, infrastructure support, and digital content development—ensuring that community media remains relevant and resilient.

We also reaffirm our commitment to supporting media initiatives that elevate the voices of underrepresented groups, promote social cohesion, and reflect the rich cultural and linguistic diversity of South Africa.

I extend my heartfelt gratitude to the Board, management, and staff of the MDDA for their tireless work. My appreciation also goes to all partners, communities, and stakeholders who continue to support the Agency's mandate.

Together, through this APP, we will continue to grow a media sector that is inclusive, future-oriented, and firmly anchored in democratic values.

Mr Kenneth Morolong, MP
Deputy Minister in The Presidency

PREFACE BY THE ACCOUNTING AUTHORITY



Prof. Hlengani Mathebula

It is my honour, on behalf of the Board, to present the Media Development and Diversity Agency's Annual Performance Plan for the 2026/2027 Medium-Term Expenditure Framework period to the Executive Authority.

This APP reflects our strategic commitment to advancing media diversity, strengthening community empowerment, and creating an enabling environment in which community radio, television, print, and digital media can thrive. These platforms remain essential in ensuring equitable access to information, one of the most important pillars of a functioning democracy.

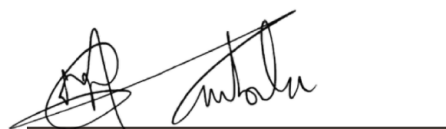
The MDDA continues to focus on promoting sustainability across the community media sector. In the year ahead, we will intensify our efforts to support inclusive media development, enhance digital literacy, and close information gaps in underserved communities. This includes implementing the MDDA Digital Strategy and activating the Digital Hub, which will provide structured digital support to 100 broadcasters over the next five years.

Our priorities are fully aligned with the national agenda of the Government of National Unity, particularly in relation

to strengthening democratic participation, enhancing transparency, and fostering social cohesion.

The Board extends its appreciation to the Ministry in the Presidency for its guidance and support, and to the MDDA team for their exceptional commitment to delivering on the Agency's mandate. We also acknowledge the invaluable contributions of our stakeholders, partners, and communities.

On behalf of the Board, I reaffirm our compact with the Ministry and our commitment to ensuring that the MDDA delivers effectively on this APP. Together, we will continue to build a vibrant, diverse media landscape that reflects the voices of all South Africans.



Prof. Hlengani Mathebula
Chairperson of the Board

CHIEF EXECUTIVE OFFICER STATEMENT



Ms Shoeshoe Qhu

For more than 20 years, the Media Development and Diversity Agency has worked to promote an inclusive and diverse media landscape by funding and capacitating over 580 community and small commercial media projects. These efforts have enabled communities—particularly those previously excluded—to tell their stories, amplify their voices, and participate meaningfully in public life.

As we enter the 2026/2027 planning year, the media sector faces significant shifts driven by rapid digitalisation. While this transformation presents new opportunities, it also brings challenges for community media, especially in rural and underserved areas where infrastructure, digital literacy, and access remain uneven. Our APP responds to this evolving context.

Central to our strategy this year is the implementation of the MDDA Digital Strategy, supported by the establishment of the Digital Hub. This initiative will modernise the sector by providing access to emerging technologies, digital training, shared infrastructure, and innovative solutions that improve content creation, distribution, and sustainability.

Through this APP, we aim to ensure that community media are not left behind but are instead positioned to lead and innovate. Digital transformation will enable them to expand audiences, diversify revenue streams, and strengthen community engagement.

While demand for funding continues to exceed available resources—with annual applications far surpassing the

number of projects the Agency can support—we remain committed to mobilising additional funding. Sustainability remains a core priority, and our capacity-building initiatives will continue to focus on governance, financial management, income diversification, and operational efficiency.

The strength of the MDDA lies in its people. I extend my sincere gratitude to our dedicated staff for their expertise, hard work, and commitment. Their contributions ensure that the Agency remains progressive, accountable, and effective.

As we implement this APP, we remain committed to good governance, innovation, and responsible stewardship of resources. These values are essential for maintaining stakeholders and attracting new partners to support the growth and resilience of community media.

Together, we will continue to build a media sector that empowers communities, strengthens democracy, and ensures that every South African has access to credible, diverse, and meaningful information.

Ms Shoeshoe Qhu
Chief Executive Officer

OFFICIAL SIGN-OFF

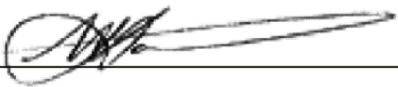
It is hereby certified that this Annual Performance Plan:

- Was developed by management under the guidance and support of the Board of the Media Development 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, Outcomes and Outputs that the MDDA will endeavour to achieve over the 2026/27 – 2028/29 Mid-Term Expenditure Framework (MTEF) period.



Mr Mzuvukile Kashe

Executive Manager: Projects



Ms Tintswalo Baadjie

Chief Financial Officer



Ms Shoeshoe Qhu

Chief Executive Officer



Prof. Hlengani Mathebula

Chairperson of the Board



Approved by:

Mr Kenneth Morolong, MP

Deputy Minister in The Presidency



Ms Khumbudzo Ntshavheni, MP

Minister in The Presidency



ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
ACT	Association of Comms and Technology
AI	Artificial Intelligence
AIP	Association of Independent Publishers
ARC	Audit and Risk Committee
AU	African Union
BCCSA	Broadcasting Complaints Commission of South Africa
BCP	Business Continuity Plan
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
BMA	Broadcast Media Africa
CEO	Chief Executive Officer
CSD	Central Supplier Database
DRP	Disaster Recovery Plan
EEA	Employment Equity Act
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
GNU	Government of National Unity
HPO	High-Performance Organisation
HR	Human Resource
ICASA	Independent Communication Authority of South Africa
ICT	Information and Communication Technology
IoT	(the) Internet of Things
CSCM	Community and small commercial media
MASA	Marketing Association of South Africa
M&E	Monitoring and Evaluation
MDDA	Media Development and Diversity Agency
MOI	Memorandum of Incorporation
MP	Member of Parliament
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NEET	Not in Employment, Education or Training
NT	National Treasury
PCSA	Press Council of South Africa
NBA	National Broadcasting Association
SANEF	South Africa National Editors Forum
SDG(s)	Sustainable Development Goals
SOAR	Strengths, Opportunities, Aspirations and Results (analysis)
SOC	State-Owned Company
SOI	Statement of Intent
SONA	State of the Nation Address
TID	Technical Indicator Description
TPESTRE	Technological, Political, Economic, Social/Cultural, Trust/Ethics, Environmental (analysis)
UGC	User-Generated Content
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
USAF	Universal Service and Access Fund



PART A **OUR MANDATE**

1 UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

The objectives of the Media Diversity and Development Agency (MDDA) are in line with and promote the aspirations of the Constitution Act, 1996 (Act No. 108 of 1996), specifically the following provisions:

Constitutional provision		MDDA contribution through the execution of the MDDA mandate as derived from the MDDA act 14 of 2002
1.	Section 32: Everyone has the right to access information.	Section 1(vi) asserts that “diversity” with regard to media, means access to the widest range of sources of information and opinion.
2.	Section 15 (1) Everyone has the right to freedom of conscience, religion, thought, belief and opinion.	Through Section 3(b), MDDA promotes the freedom for communities to receive and impart information or ideas.
3.	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.	Section 3(b)(i) encourages ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups.
4.	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.	Through Section 3(a), the MDDA sets out to promote development and diversity in the South African media throughout the country, consistent with the right to freedom of expression as entrenched in section 16 (1) of the Constitution, in particular, freedom of the press and other media.”

2 UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

2.1 INSTITUTIONAL POLICIES

This Annual Performance Plan (APP) for 2026/27 is primarily anchored by the overarching goals of the National Development Plan (NDP) and the strategic direction set by the Government of National Unity’s (GNU) Statement of Intent (SOI). The plan aligns explicitly with the Seventh Administration’s three key Medium-Term Development Plan (MTDP) priorities: fostering inclusive growth and job creation, reducing poverty and addressing the high cost of living, and building a capable, ethical, and developmental state. Central to achieving this vision is the NDP’s goal of empowering citizens through strengthened capabilities and improved access to information.

To support the Agency’s mandate of fostering an inclusive society, the focus for the upcoming MTEF will be heavily weighted towards ensuring the viability of community media. The Grant Funding Policy and legislative amendments, including the MDDA Act and the Electronic Communications Bill, guide this effort. The cornerstone of this strategy is the development of the Community Media Sustainability Model, a project supported by UNESCO.

This model aims to deeply investigate the root causes of unsustainability within community and small commercial media, leveraging their existing strengths to create a localised sustainability strategy—a first for the South African community media sector—with the strategic thrust of ‘building a resilient and future-forward community and small commercial media sector’.

• Risk Management Framework

Adopting a robust Risk Management Framework is vital for the MDDA’s long-term sustainability and performance, as effective risk management underpins financial stability. While the MDDA has previously taken steps to mitigate operational disruptions, these efforts lacked standardisation. Therefore, the organisation will develop an overarching Enterprise Risk Management Framework (ERMF). This ERMF will consolidate existing risk initiatives into a standardised approach, ensuring that all risks— affecting people, reputation, processes, finances, and the environment—are identified, assessed, and managed to levels approved by the Board.

2.2 INSTITUTIONAL STRATEGIES

The MDDA is developing strategies which are critical to its core business, both strategically and operationally.

• Digital Strategy

The MDDA digital strategy was revised last year and approved by the Board. The MDDA aims to position itself as a transformative leader in digitising South Africa's community media sector through the establishment of a centralised digital hub. This hub will serve as a unified platform, integrating several crucial functions: a resource repository, a dynamic space for networking and collaborative knowledge-sharing, and a facilitator of technology access and skill development programs aimed at bridging the digital divide.

The MDDA will advocate for policies that enable community media to navigate digital challenges, fostering an environment conducive to their growth and sustainability. By amalgamating these essential roles, the MDDA hub aims to empower community media entities to thrive in the digital landscape, enhancing their ability to engage audiences, expand their influence, and deliver impactful content. This initiative not only strengthens their role in informing, educating, and empowering local communities but also aligns with broader national goals of inclusivity, representation, and informed citizenry in the digital age.

Key objectives

- To digitalise, through the strategic initiatives, 100 community media organisations over 5 years (2024-2028), targeting 20 organisations per year.
- Establish strategic partnerships annually with relevant stakeholders, including government, technology firms, educational institutions, and larger media organisations, from 2024 to 2028 to secure resources and expertise for digital transformation.

• 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 to capacitate and 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.

• 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.
- 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 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.
- 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. It is also 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.

3 UPDATES TO RELEVANT COURT RULINGS

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



PART B

OUR STRATEGIC FOCUS

4 UPDATED SITUATIONAL ANALYSIS

4.1 EXTERNAL ENVIRONMENT

The table below summarises the situational analysis that MDDA operates.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> – Alignment with NDP Vision 2030, recognising community media as a tool for social cohesion, job creation, and economic growth. 	<ul style="list-style-type: none"> – The MDDA Act is outdated (22 years old) and misaligned with the current media/technology environment. 	<ul style="list-style-type: none"> – Amendments allow alignment with 4IR, electronic communications legislation, and future-proofing community media. 	<ul style="list-style-type: none"> – Rapid technological changes risk leaving MDDA behind if reforms are delayed.
<ul style="list-style-type: none"> – Established mandate and legal framework for promoting media diversity and supporting community and small commercial media. 	<ul style="list-style-type: none"> – Overreliance on linear broadcasters as primary funding contributors. 	<ul style="list-style-type: none"> – New funding streams: advertising sector contributions via the MAC Charter scorecard and expanded government support. 	<ul style="list-style-type: none"> – Insufficient or unstable funding streams may persist, undermining sector sustainability.
<ul style="list-style-type: none"> – Support from key stakeholders (ICASA, NAB, NCRF, Multichoice, DCDT, AIP, etc.) for the Amendment Bill. 	<ul style="list-style-type: none"> – Some of the Small and Community media organisations have weak governance. 	<ul style="list-style-type: none"> – Opportunity to strengthen governance through clearer procedures for Board appointments, interim Boards, and accountability for small and community media. 	<ul style="list-style-type: none"> – Stakeholder disagreements (e.g., on limiting radio funding, governance interventions, funding regimes for TV vs radio).
<ul style="list-style-type: none"> – Strong policy backing from government clusters and Cabinet processes. 	<ul style="list-style-type: none"> – Limited ability to influence advertising placement in community media under current law. 	<ul style="list-style-type: none"> – Research and monitoring (Media Diversity Index/Plurality Index) to guide policy and track diversity. 	<ul style="list-style-type: none"> – Economic constraints and competing government priorities may delay implementation or resource allocation.

4.2 INTERNAL ENVIRONMENT

MDDA, as a Schedule 3A, is regulated under National Treasury prescripts, whereas its beneficiaries in the Community media are also expected to comply with numerous regulations that impact their sustainability.

Table 1: List of regulations that impact MDDA

Regulation/Law	Impact
Communications Act 36 of 2005	The Electronic Communications Act 36 of 2005 (ECA) in South Africa promotes convergence in the broadcasting, broadcasting signal distribution, and telecommunications sectors. It provides a legal framework for these industries, manages radio frequency spectrum, grants new licenses, and promotes universal access to services while fostering competition and consumer protection.”
Independent Communications Authority of South Africa (ICASA)	Community Broadcasting Regulations - ICASA oversees the licensing and regulation of community broadcasters. These Regulations ensure that community radio and TV stations serve the interests of their local communities, providing content that is relevant and accessible.
Content Standards	Community broadcasters must adhere to content standards that promote diversity, local content, and public interest programming. This includes avoiding harmful or offensive content and ensuring that programming reflects the needs and interests of the community.
Press Council of South Africa	Press Code - The PCSA enforces a code of ethics and conduct for print and online media, including community newspapers and magazines. This code ensures that publications maintain high standards of journalism, respect for privacy, and accuracy.
Film and Publications Board	Classification and Regulation - The FPB regulates the distribution of films, games, and certain publications to protect children from harmful content. Community media must comply with these regulations when publishing content that falls under the FPB's jurisdiction.
Draft White Paper on Audio and Audiovisual Media Services and Online Content Safety	Published in July 2023, it proposes changes in licensing by providing for: <ul style="list-style-type: none"> • Unified licensing framework; • Tiered licensing system; • Simplified processed; and • Public interest obligation (local content and content safety).
Copyright Amendment Bill and Performers Amendment Bill	The Copyright Amendment Bill and Performers' Protection Amendment Bill are currently under review by the Constitutional Court of South Africa. The Copyright Amendment Bill aims to serve educators, writers, researchers, and people with disabilities better, while protecting artists. The Performers Protection Amendment Bill seeks to protect the moral and economic rights of performers, including actors, musicians and dancers.
Constitution Act, supported by the Use of Official Languages Act, 2012, for implementation (Section 6, Eighteenth Amendment Act, 2023) and the Use of Official Languages South African Sign Language (SASL) was added as the 12th official language of South Africa.	It is expected to align organisational policies, funding criteria, and support projects with the constitutional recognition of SASL. Media projects may need to demonstrate compliance with the Use of Official Languages Act (2012) and the Constitutional requirement to promote the use of SASL.

The enabling legislative environment, together with the MDDA's positioning within the Presidency, reinforces the relevance of its value proposition. In response to the changing media landscape, particularly the migration to digital platforms, the organisational structure should strengthen internal capacity. This will enhance the Agency's ability to deliver on its mandate and meet the evolving needs of the sector. Such adjustments are also expected to elevate programme accountability and bring in the necessary expertise to guide and inform the MDDA's strategic and policy-making role.

The Government of National Unity may bring policy shifts. To remain resilient regardless of political shifts, the MDDA should maintain a strong organisational culture grounded in good governance, transparency, and meaningful stakeholder engagement.

Growing funding constraints across government are placing greater pressure on the MDDA to achieve more with fewer resources. In this context, the Agency should prioritise high-impact programmes, adopt cost-saving innovations, and advocate for adequate funding allocations, while also leveraging partnerships to extend its reach.

The Fourth Industrial Revolution is accelerating innovation and shaping new media developments. The MDDA should therefore invest in building the capacity of community media to engage with emerging technologies, explore AI-driven media solutions, and support the establishment of innovation hubs within the sector.

Climate change is increasingly disrupting access to remote communities through floods and storms. To mitigate these risks, the MDDA should develop resilience strategies, including the establishment of emergency communication systems and targeted support for community media operating in disaster-prone areas, to ensure the uninterrupted flow of information.

The organisation has five programmes that make up its operations for 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 the continuous refinement of the organisational strategy and the implementation of relevant legislation and best practices.

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, thereby creating a positive image in pursuit of the MDDA's mandate to grow the community and small commercial media.

PROGRAMME 4: SECTOR DEVELOPMENT & OUTREACH

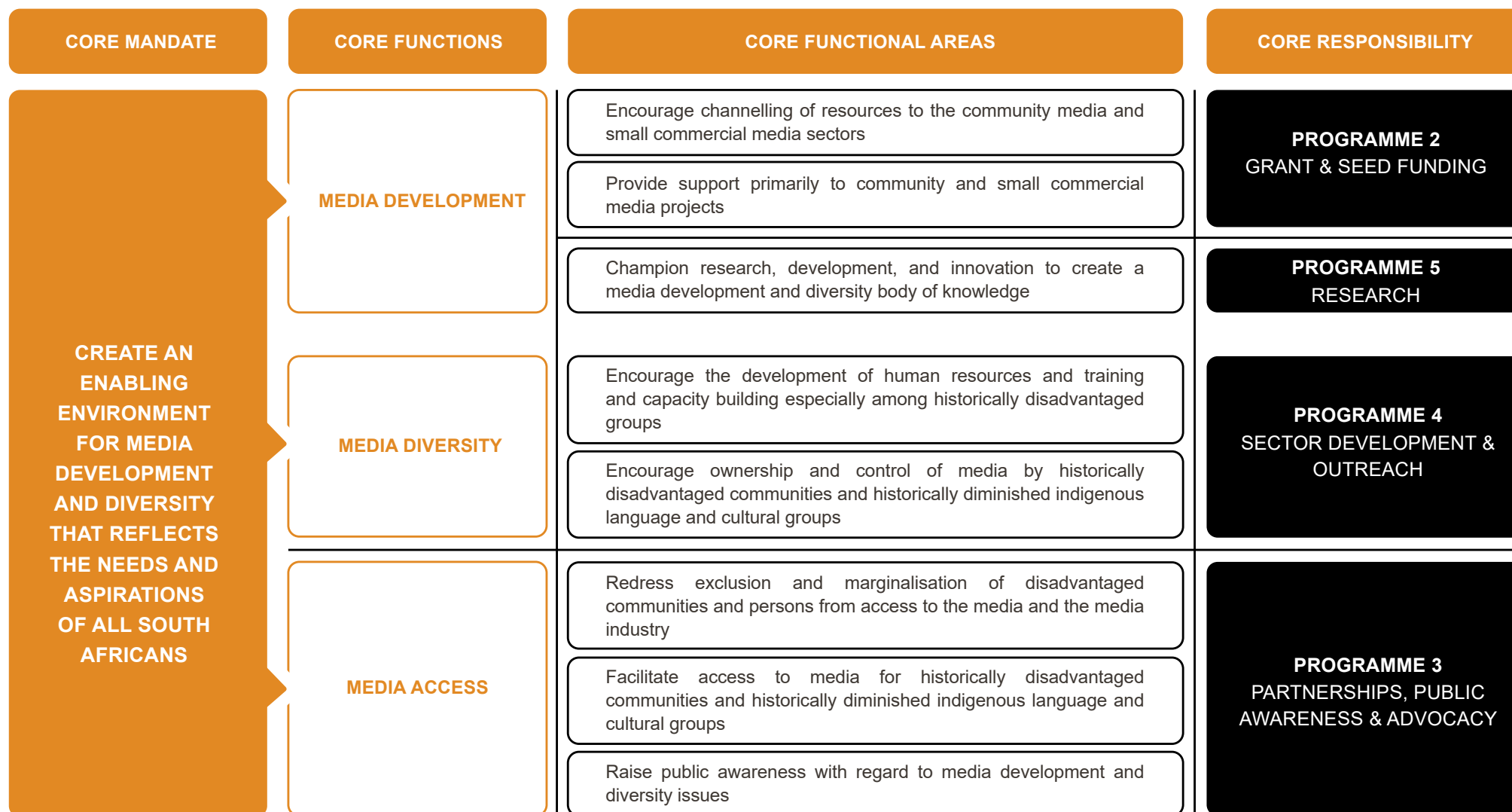
One of the objectives of the Agency outlined in the MDDA Act of 2002 is to "encourage the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups". In response to this, the Agency has developed capacity-building programmes,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

PROGRAMME 5: RESEARCH

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

In executing its core mandate, the Agency's operational framework is configured as depicted in Figure 4 on the next page.

Figure 4: MDDA’s Operational Framework

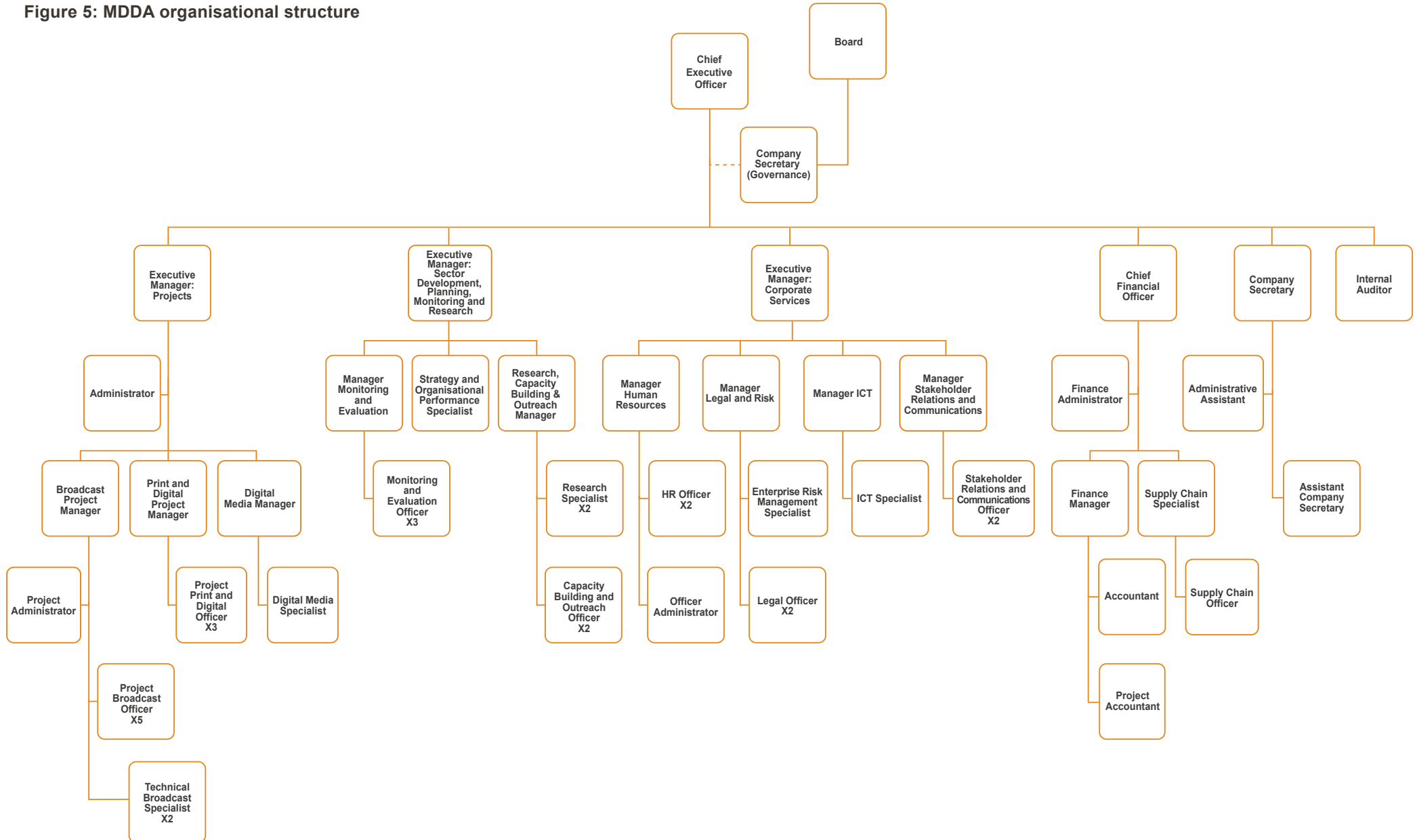


ENABLEMENT:
PROGRAMME 1: ADMINISTRATION & GOVERNANCE

Source: Adapted from the MDDA’s mandate

Figure 5 below illustrates the current approved organisation-wide structure of the MDDA.

Figure 5: MDDA organisational structure



4.2.1 Organisational capacity

To deliver on the aspirations, take advantage of the opportunities, and ultimately realise the results, 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 on which to anchor its endeavours.

The MDDA has a staff complement of 41 employees operating within the approved organisational structure (as depicted in Figure 5 above). The approved structure provides for 55 positions, reflecting a vacancy rate of 8 percent, with four (4) funded vacancies currently available.

All operations of the MDDA are centralised at the head office in Auckland Park, Johannesburg, with no 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 provides for the MDDA to obtain funding from the government, major broadcasters, and commercial print media. It also provides for the entity to source funding from foreign donors and accept any money that is legally accrued. In its fundraising strategy, the organisation will thus make a concerted effort to lobby for foreign donations.

4.1.1 Governance

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

For effective corporate governance, the MDDA Board concludes a Governance Agreement, similar to the Memorandum of Incorporation (MOI) and the Shareholders' Compact, with the Shareholder on an annual basis. The Agreement adopts the principles outlined in 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 aims to achieve a proper balance between the freedom to manage the MDDA, transparency in the management of the MDDA, and accountability to the Minister.

4.2.2 Human capital management

Under Programme 1: Governance and Administration, the Human Resources Management strategy continues to play a pivotal role in enabling the MDDA to deliver on its mandate through effective leadership, strategic human resource management, and a performance-driven organisational

culture. The focus for the 2026/2027 financial year is to strengthen organisational capacity, leadership capability, and employee engagement in alignment with the Agency's strategic priorities and the overall transformation agenda of the communications and media sector.

Over the medium-term period, HR will focus on embedding a high-performance and values-driven culture that supports employee well-being, productivity, and retention. The implementation of the Staff Satisfaction Survey will serve as a key diagnostic tool to measure employee engagement, organisational climate, and culture alignment. Insights from this survey will inform targeted interventions to enhance communication, leadership effectiveness, and employee wellness fostering a motivated, committed, and high-performing workforce.

In response to evolving operational and environmental dynamics, the Agency will implement structured change management initiatives to strengthen organisational adaptability and resilience. These initiatives will include workshops, awareness campaigns, and communication sessions designed to support transformation processes, new systems adoption, and continuous improvement in the work environment. Through these initiatives, the MDDA aims to build an agile and responsive organisation capable of sustaining performance amid changing operational demands.

Furthermore, to cultivate strong and ethical leadership, the Agency will implement at least one Management or Executive Development Programme during the year. This initiative aims to enhance leadership and management competencies, including strategic decision-making, emotional intelligence, and performance management. By equipping managers with advanced leadership capabilities and embedding a structured succession planning framework, the MDDA seeks to ensure leadership continuity, strengthen institutional memory, and sustain the consistent application of governance principles, accountability, and excellence in service delivery.

The cumulative impact of these initiatives will contribute to an enhanced organisational culture, improved leadership capability, and strengthened institutional performance. Collectively, these efforts align with the Agency's broader goal of achieving operational efficiency, improved audit outcomes, and sustainable organisational excellence in line with the Public Finance Management Act (PFMA) and applicable best-practice standards.

Influence on Success:

The MDDA's success in 2026/2027 will be influenced by its continued commitment to building an adaptive, engaged, and high-performing workforce that supports organisational excellence. Effective implementation of staff satisfaction

surveys, change management initiatives, and leadership development programmes will strengthen employee morale, enhance management capability, and foster a culture of accountability and innovation. These efforts will enable the Agency to sustain operational efficiency, improve service delivery, and drive the achievement of strategic outcomes.

4.2.3 Employment Equity

In alignment with the Employment Equity Act (EEA), No. 55 of 1998, the Media Development and Diversity Agency (MDDA) remains committed to advancing workplace diversity, inclusivity, and equitable representation across all occupational levels.

A new Employment Equity Plan was approved in October 2024, covering the period 1 October 2024 to 30 September 2027. The plan is strategically aligned with the Economically Active Population (EAP) of South Africa, ensuring fair and representative employment practices that reflect the country's demographic profile.

In addition, the Agency is currently in the process of reviewing and revising the Employment Equity Plan to align with the Sector Targets recently gazetted by the Department of Employment and Labour, as required by the amended Employment Equity Act. This revision will strengthen MDDA's compliance posture and reinforce its transformation objectives within the media development and diversity sector.

In compliance with legislative requirements, the Agency also submits an annual Employment Equity Report to the Department of Employment and Labour, outlining progress towards equity goals, workforce representation, and affirmative action measures. Beyond compliance, the MDDA's employment equity initiatives contribute to building an organisational culture that values fairness, inclusivity, and opportunity. Through deliberate recruitment, training, and succession planning strategies, the Agency aims to ensure equitable access, empower designated groups, and create a workplace that mirrors the diversity and potential of South Africa's society.

4.2.4 Information and Communication Technology

The MDDA is digitalising and automating some of its operations through ICT, which is critical for improving efficiency. There is a need for investment in up-to-date software, data management solutions, and digital communication tools to help streamline workflows and decision-making processes.

Ensuring that the MDDA has a well-maintained and innovative ICT department will allow for better oversight and engagement with beneficiaries.

It is critical for the Agency to strengthen the protection of sensitive data and secure its online presence against cyber threats. This requires proactive measures to prevent cyberattacks, comprehensive user training to mitigate risks, and strategies to safeguard against information leaks, ensuring the Agency maintains trust and operational continuity.

A records management system has become essential in ensuring efficient organisation, storage, retrieval, and archiving of important documents and data. This will also support compliance with legal and regulatory requirements, enhance operational efficiency, and reduce the risk of data loss or unauthorised access.

Influence on Success:

Leveraging ICT effectively will enhance the MDDA's operational capacity, project implementation, and monitoring and evaluation.

4.2.5 Finance

The MDDA relies on funding levied from broadcasters (USAF Levy), government funding and interests from short-term deposits with the Reserve Bank. The government funding is insufficient to cover administration costs, resulting in an overreliance on revenue from the USAF levy, which should be focused on funding beneficiaries. The Agency needs to secure additional resources through fundraising and partnerships. Exploring alternative funding streams, such as public-private partnerships or international donor support, could improve the Agency's financial sustainability.

There is a need to assess potential financial risks, such as fluctuations in funding, increased project costs, or delays in disbursements.

Influence on Success:

A strong financial position will enable the MDDA to implement its programmes more effectively and achieve its mandate.

Table 3: MDDA expenditure per programme

R thousand	Audited outcome			Approved budget	Medium-term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Administration	35,478	39,100	37,402	35,386	39,925	41,823	43,914
Community media and small commercial media	113,737	65,883	62,064	61,536	57,150	56,998	57,950
Partnerships, public awareness and advocacy	1,221	1,725	2,797	2,319	4,073	4,263	4,476
Sector development & Outreach	315	1,685	2,301	4,915	5,155	5,406	5,675
Research	1,500	10,198	11,365	7,012	7,098	7,450	8,049
Total expense	115,251	118,591	115,929	111,168	113,401	115,940	120,064

Table 4 below depicts the 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 APP

Statement of financial performance	Audited outcome			Approved budget	Medium-term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Revenue							
Non-tax revenue	5,224	6,738	5,357	5,619	5,877	6,171	6,541
Other non-tax revenue	5,224	6,738	5,357	5,619	5,877	6,171	6,541
Transfers received	123,443	108,240	105,834	105,551	107,524	109,769	113,524
Total revenue	128,667	114,978	111,191	111,170	113,401	115,940	120,065
Expenses							
Current expenses	55,269	59,280	62,112	62,657	65,555	68,700	72,127
Compensation of employees	36,994	34,727	37,688	42,184	44,139	46,229	48,542
Goods and services	17,740	24,553	24,424	20,473	21,416	22,471	23,585
Transfers and subsidies	96,201	59,523	50,287	48,513	47,846	47,240	47,938
Total expenses	151,470	118,803	112,399	111,170	113,401	115,940	120,065
Surplus/(Deficit)	-22,803	-3,825	-1,208	-	-	-	-

4.1.2 Stakeholders

The Agency needs to build strong relationships with key stakeholders, including government departments such as the Government Communications and Information Systems (GCIS), Department of Social Development (DSD), Department of Communications and Digital Technology (DCDT), ICASA, and other agencies like MictSeta, Skills Fund, media organisations, civil society, industry bodies like the Marketing Association of South Africa (MASA) and Association of Communication and Technology (ACT) and international partners.

The MDDA needs to have continuous engagements with the community media sector to effectively create an enabling environment for media operators. This will ensure understanding of their challenges and providing appropriate support. Maintaining open and ongoing communication channels will build trust and ensure the Agency's programs are relevant and impactful.

As a statutory body, the MDDA operates within a regulatory environment, and it is crucial that the Agency encourages the community media sector to also align with national policies and comply with corporate governance prescripts.

Influence on Success:

A strong financial position will enable the MDDA to implement its programmes more effectively and achieve its mandate.



PART C

MEASURING OUR PERFORMANCE

5 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Programme	Sub-programme(s)	Definition / Purpose
Programme 1: Governance and Administration	–	Ensures effective leadership, strategic management, and operations through the continuous refinement of organisational strategy and the implementation of legislation and best practices.
Programme 2: Grant and Seed Funding	2.1 Community and Small Commercial Media	Facilitates ownership, control, and access to information and content production of community and small commercial media by historically disadvantaged communities.
	2.2 Monitoring and Evaluation	Monitors and evaluates input, output, and compliance with MDDA grant agreement to measure the effectiveness and efficiency of MDDA support.
Programme 3: Partnerships, Public Awareness, and Advocacy	–	Positions MDDA as a leading influencer and authoritative voice in community and small commercial media, through strategic partnerships, advocacy, and public awareness initiatives.
Programme 4: Capacity Building and Sector Development	–	Develops capacity-building programmes to provide community and small commercial media with the necessary skills for effective performance; includes training, media literacy, and skills development.
Programme 5: Research	–	Champions research, development, and innovation to build a media development and diversity knowledge base and support the sustainability of the sector.

6 PROGRAMME 1: GOVERNANCE AND ADMINISTRATION

PURPOSE

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 3-A sustainable and capable Agency in support of the delivery of the MDDA mandate	Strengthened governance and compliance	Unqualified audit with no significant findings	Qualified audit opinion for 2022-23 FY	Qualified audit opinion for 2023-24 FY	Unqualified audit opinion with no significant findings	Unqualified audit opinion with no significant findings	Unqualified audit opinion with no significant findings	Unqualified audit opinion with no significant findings
	Improved the Agency's financial position	Percentage of funds raised	New	New	New	5 percent of annual income	5 percent of annual income	5 percent of annual income
	Improved Level of organisation-wide risk maturity achieved as per the MDDA Risk Maturity Assessment Framework	Level of Risk Maturity	New	New	Risk Maturity Upper-level 3	Advanced, Level 4	Advanced, Level 4	Advanced, Level 4
	Enterprise MDDA Monitoring and evaluation framework strengthened	Number of Enterprise MDDA Monitoring and Evaluation framework developed	-	-	1	1	1	1

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 3-A sustainable and capable Agency in support of the delivery of the MDDA mandate	Staff satisfaction surveys conducted	Number of staff satisfaction surveys conducted	New	New	New	1	-	1
	Change management initiatives implemented	Number of change management initiatives implemented	New	New	New	1	1	1
	Management/ Executive Development Programmes implemented	Number of management development programmes implemented	New	New	New	1	1	1

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit with no significant findings	Unqualified audit with no significant findings	-	-	Unqualified audit with no significant findings	-
Percentage of funds raised	5 percent of annual income	0	0	0	5 percent
Level of Risk Maturity	Advanced level 4	-	-	-	Advanced, Level 4
Number of MDDA monitoring and evaluation framework developed	1	1	0	0	0
Number of staff satisfaction surveys conducted	1 staff satisfaction survey conducted	0	0	1 staff satisfaction survey conducted	0
Number of change management initiatives implemented	1 change management initiatives implemented	0	0	0	1 change management initiatives implemented
Number of management development programmes implemented	1 MDP/EDP programme implemented	0	0	0	1 MDP/EDP programme implemented

Explanation of planned performance over the Medium-Term Period

OUTCOME 1:

A sustainable and capable Agency in support of the delivery of the MDDA mandate

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

The MDDA aims to strengthen and enhance internal skills in order to improve our overall organisational capacity, with a specific focus on adapting to and thriving within the digital environment.

As the Media Development and Diversity Agency (MDDA), we engage in fundraising because our mandate requires us to channel resources into community and small commercial media sectors, ensuring that historically disadvantaged communities gain ownership, access, and meaningful participation in the media landscape. While we receive government grants, the MDDA Act allows us to also obtain donations and contributions, which strengthens our ability to support more projects, deliver training, and build capacity within the sector. Additional fundraising enables us to deepen media diversity, expand support to under served areas, and sustain the developmental media ecosystem in South Africa.

7 PROGRAMME 2: GRANT AND SEED FUNDING

PURPOSE

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

Sub-Programme 2.1: Community and Small Commercial Media

PURPOSE

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 1: A sustainable community and small commercial media sector	Community broadcast organisations received disbursed grants and equipment	Number of grants disbursed annually to community and small commercial media organisations	22	26	22	22	22	22
	Community and small commercial media in digital/print received disbursed funds	Number of community and small commercial media organisations received disbursed funds for digital and print	8	7	6	8	8	8

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 2: Community media are empowered to produce and distribute credible, diverse news & information	Community Media digital strategy implemented	Number of communities media projects supported to digitalise	23	70	20	20	20	20

Indicators, Annual and Quarterly Targets

Output	Annual Target	Q1	Q2	Q3	Q4
Number of grants disbursed annually to community and small commercial media organisations	22	0	0	0	22
Number of community and small commercial media organisations received disbursed funds for digital and print annually	6	0	0	0	6
Number of communities media projects supported to digitalise	20	0	0	0	20

Sub-programme 2.2: Monitoring and Evaluation

PURPOSE

The purpose of this sub-programme is to monitor and evaluate input, output, and compliance with MDDA grant agreement, measuring the effectiveness and efficiency of MDDA support.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
	Annual evaluation of M&E reports	Number of annual evaluation reports generated	1	1	1	1	1	1
	Monitoring and evaluation reports produced for community and small commercial media organisations	Number of monitoring and evaluation reports for community and small commercial media organisations	51	57	56	56	56	56

Indicators, Annual and Quarterly Targets

Outputs	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Annual evaluation of M&E reports	Number of annual evaluation reports generated	1	0	0	1	0
Monitoring and evaluation reports produced for community and small commercial media organisations	Number of monitoring and evaluation reports for community and small commercial media organisations	56	28	14	0	14

Explanation of planned performance over the Medium-Term Period

OUTCOME 1:

A sustainable community and small commercial media sector led by a future- forward Agency by 2029/30

Over the medium-term period, the MDDA aims to build a sustainable community and small commercial media sector through the continued disbursement of grants, equipment, and support funding. The consistent annual target of twenty-two grants to community and small commercial media organisations from 2025/26 through to 2029/30 reflects a deliberate effort to maintain stability and predictability in funding. This approach ensures that the Agency focuses on improving the quality, viability, and impact of supported projects rather than expanding the number of beneficiaries beyond available resources.

Number of organisations receiving disbursed funds for digital and print media remain at six per year across the medium-term. The Agency's focus over this period will be

on supporting fewer but more sustainable projects that can adapt to the changing media landscape and expand their reach through digital technologies.

The MDDA understands the needs of the sector in relation to the limited budget available. Currently, there are approximately 200 community radio stations, 5 community television stations, and more than 300 broadcast publishers operating across the country. (Source BMA and AIP) Overall, this outcome reflects the MDDA's commitment to fostering resilience within the community media sector by strengthening operational capacity, encouraging innovation, and aligning with broader national digitalisation objectives.

OUTCOME 2:

Capacitated community media in credible and diverse news and information generation and dissemination by 2029/30

This outcome focuses on strengthening the capacity of community media to create and share credible and diverse content across various platforms. The MDDA's planned performance under this outcome is anchored in the implementation of the Community Media Digital Strategy, which supports community media projects in digitalising their operations.

The Agency plans to support twenty-five projects annually over the medium-term to transition to digital formats. This steady performance demonstrates the Agency's commitment to sustaining support levels and embedding digitalisation as a key component of community media

sustainability. By maintaining these targets, the MDDA seeks to consolidate its work on digital transformation, ensuring that supported community media organisations are better equipped to respond to evolving audience needs and technological developments.

Through this intervention, community media will be empowered to improve local content production, strengthen their editorial independence, and ensure that communities—especially those in rural and marginalised areas have access to reliable and diverse sources of information.

OUTCOME 3

A sustainable and capable Agency in support of the delivery of the MDDA mandate by 2029/30

The Digital Strategy aims to empower the media industry to thrive through continuous innovation. It reflects the MDDA's adaptability and aligns with its mission to promote an innovative and sustainable media sector. By categorising organisations into three tiers based on their level of digital maturity, the strategy provides tailored support to each group. Key focus areas include developing digital skills, enhancing platforms, driving revenue generation, and fostering the creation of localised content. Clear metrics will be used to track progress, while a risk management framework will help to address potential challenges.

This approach positions the industry for long-term success in the digital era.

However, the limitations of acutely scarce resources mean that performance targets can never fully match the growing demand for the Agency's services. This reality is further compounded by beneficiaries who continue to return for MDDA support as they struggle to remain financially sustainable on their own.

The number of grants to be awarded is projected to remain constant over the Medium-Term Expenditure Framework (MTEF) period. Of particular concern is the limited capacity to fund print projects, which receive no prescribed financial support from commercial print houses. In 2025/26, the Agency implemented the final year of ring-fenced funding allocated by National Treasury. Through dedicated fundraising efforts, it is envisaged that additional resources raised will be directed towards capacity development programmes and research to inform future planning and policy decisions.

The Monitoring and Evaluation (M&E) Unit plays a critical role in managing, coordinating, and supporting all planning, monitoring, and evaluation activities within the MDDA. Under this outcome, the Agency aims to strengthen institutional capacity, improve governance, and enhance performance accountability. A key focus is to ensure compliance with regulatory requirements and to monitor how supported projects perform against their intended objectives.

Over the MTEF period, the Agency plans to ensure that twenty-eight entities remain compliant with regulatory requirements each year. This steady target underscores the MDDA's commitment to maintaining consistent oversight and ensuring that funded organisations operate within approved governance and policy frameworks. Compliance monitoring is crucial to maintaining sector credibility and enhancing institutional accountability.

The Agency's commitment to enhancing its monitoring systems and utilising evidence to inform future funding decisions. Continuous monitoring will also allow the MDDA to identify challenges early, measure the impact of its interventions, and ensure that funded projects remain aligned to their development objectives.

The key focus areas for Monitoring and Evaluation should include the following:

- A. Coordinating inputs from all departments and related units for the compilation of strategic and annual performance plans.
- B. Advising and supporting departments on technical aspects of planning, including the identification of outputs and the development of SMART indicators and targets.
- C. Collating all inputs and compiling strategic and annual performance plans for consideration by Executive Management, recommendation to the Board, and final approval by the Executive Authority within the required timelines.

Compliance monitoring linked to grant allocations also serves to improve project performance. The reduction in targets to align with the number of projects funded each year will allow for more focused attention on this important function. The annual evaluation report will adopt a sectoral focus, recognising that while the MDDA can only fund a limited number of beneficiaries, its coordination, stakeholder engagement, and advocacy efforts have a sector-wide impact. The Agency's non-financial support continues to benefit the broader community media landscape beyond its direct grantees.

Through this outcome, the MDDA reinforces its role as a learning and adaptive institution that upholds transparency, efficiency, and results-based management principles, in line with the Department of Planning, Monitoring and Evaluation (DPME) and the OECD-DAC framework for effective public sector performance.

8 PROGRAMME 3: PARTNERSHIPS, PUBLIC AWARENESS, AND ADVOCACY

PURPOSE

This programme aims to position the MDDA as a leading influencer and authoritative voice in the community and small commercial media by implementing strategic partnerships to carry out media development and diversity interventions, thereby creating a positive image in line with the MDDA's mandate to grow the community and small commercial media.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 3- A sustainable and capable Agency in support of the delivery of the MDDA mandate	Partnerships and MOUs formalised to support (financial and non-financial) community and small commercial media.	Number of partnerships/MOUs formalised for (financial and non-financial) to support community and small commercial media	New	New	New	4	4	4
	Stakeholder dialogues held	Number of advocacy initiatives conducted	New	New	New	2	2	2
		Number of stakeholder satisfaction surveys conducted	New	New	New	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Number of partnerships/MOUs formalised for (financial and non-financial) to support community and small commercial media	4	0	2	1	1
Number of advocacy initiatives conducted	2	0	1	0	1
Number of stakeholder satisfaction surveys conducted	2	0	1	0	1

Explanation of planned performance over the Medium-Term Period**OUTCOME 3:**

A sustainable and capable Agency in support of the delivery of the MDDA mandate

In the medium term, the unit intends to hold stakeholder dialogues and formalise partnerships with relevant stakeholders in the sector to support the community and small commercial media. The focus for this period will also be on implementing advocacy initiatives to position the MDDA brand effectively among stakeholders and beneficiaries. Attention will also be given to stakeholder satisfaction

through surveys to assess levels of satisfaction in relation to the MDDA's service offerings. Furthermore, fundraising initiatives will be undertaken to support the community and small commercial media, aiming to source funding from potential donors for sector-wide interventions. Relations with current funders will be managed to ensure that this funding is retained over the MTEF.

The sustainability of the community media sector is key, it is also important that the sector is adequately equipped to navigate the ever-changing media landscape. Stakeholder engagement will be a crucial catalyst for this journey.

9 PROGRAMME 4: SECTOR DEVELOPMENT AND OUTREACH

PURPOSE

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 2: community and small commercial media is empowered to produce and distribute credible, diverse news & information	Training Interventions aimed at capacitating the community media with skills	Number of training interventions aimed at capacitating the community media with skills	10	15	8	8	8	8
	Governance Compliance & Mentorship programmes implemented	Number of governance trainings held	New	New	New	2	2	2
		Number of Mentees supported	New	New	New	28	28	28
	Media and information literacy initiatives	Number of media and information literacy initiatives held	5	11	8	2	2	2
	Developing specialised and targeted skill sets	Number of training interventions in ethics and disinformation	New	New	New	1	1	1
	Community media practitioners trained in digital skills	Number of community media practitioners trained in digital skills	New	New	New	20	20	20

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Number of training interventions aimed at capacitating the community media with skills	8	2	2	2	2
Number of governance trainings held	2	0	1	0	1
Number of Mentees supported	28	0	28	0	0
Number of media and information literacy initiatives held	2	0	1	0	1
Number of training interventions in ethics and disinformation	1	-	-	-	1
Number of community media practitioners trained in digital skills	20	0	0	0	20

Explanation of planned performance over the Medium-Term Period**OUTCOME 2:**

Community media are empowered to produce and distribute credible, diverse news & information

The MDDA recognises that a sustainable and diverse community media sector requires continuous investment in skills development and institutional strengthening. To this end, the Agency has developed comprehensive capacity-building programmes aimed at equipping community and small commercial media with the technical, managerial, and digital competencies necessary for effective performance, growth, and resilience in a rapidly evolving media environment.

The community media sector continues to face persistent capacity challenges, including skills shortages, weak governance structures, limited digital transformation, and inadequate financial sustainability models. These gaps have been consistently highlighted through MDDA-funded research, stakeholder engagements, and sectoral assessments.

In the forthcoming period, the Agency will focus on governance, compliance and mentorship for all funded beneficiaries to strengthen compliance and accountability. This training will ensure that recipients understand and adhere to the terms of the MDDA funding contract and its Schedule of Particulars (SOP), which details fund disbursement procedures, reporting requirements, project deliverables, and implementation timeframes.

To expand the reach and impact of its training initiatives, the Agency will pursue strategic partnerships and co-funding arrangements with public institutions, private sector partners, academic entities, and international donors. This collaborative approach aims to reduce the financial burden on the Agency, enabling a broader pool of participants and facilitating the rollout of localised and thematic training programmes across provinces.

The MDDA's capacity-building framework is underpinned by the following strategic objectives:

- Enhance the visibility and impact of the MDDA through structured capacity-building interventions that showcase its role in strengthening media diversity and development.
- Build and leverage external partnerships to deliver coordinated, high-quality training programmes that align with national digital skills priorities and community media needs.
- Promote innovative, future-focused training models that support digital transformation, gender equality, governance excellence, and long-term sustainability of the community media sector.

Through these interventions, the MDDA aims to foster a vibrant, inclusive, and sustainable community media ecosystem that contributes to informed citizenship, social cohesion, and participatory democracy.

10 PROGRAMME 5: RESEARCH

PURPOSE

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance		Estimated Performance 2025/26	MTEF Period		
			2023/24	2024/25		2026/27	2027/28	2028/29
Outcome 3-A sustainable and capable Agency in support of the delivery of the MDDA mandate	Research projects on key trends/developments impacting the community media Sector	Number of research reports produced	2	4	2	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicator	Annual Target	Q1	Q2	Q3	Q4
Number of research reports produced	2	-	1	-	1

Explanation of planned performance over the Medium-Term Period

OUTCOME 1:

Outcome 2: Community media are empowered to produce and distribute credible, diverse news & information

The Media Development and Diversity Agency is a Constitutional body that was created, as a statutory organ in order to foster the promotion and also ensuring the development and diversification of media in South Africa.

The MDDA Act 14 of 2002 on Section 3 (VI) outlines the objectives of the Agency to include (amongst others) to “encourage research regarding media development and diversity”.

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

The Research Agenda, therefore, will guide the research work of the MDDA for 2025/2030 and seeks to ensure the development of community and small commercial media sectors.

Central to this mandate is the need to generate and apply research-based evidence that strengthens inclusive media ecosystems, supports innovation, and safeguards democracy. Community media strengthen local identity and give a voice to marginalised groups while improving access to important information such as health, education, and local services. They promote public participation, support local democracy, and help communities stay informed and engaged. Economically, community media create jobs, build media-related skills, and support local businesses by offering affordable advertising, which boosts local development.

As South Africa navigates the Fourth and emerging Fifth Industrial Revolutions, the media landscape faces new challenges; from AI-driven content generation and algorithmic bias to misinformation, disinformation, and the economic precarity of community media. These developments necessitate a recalibrated research agenda that ensures that the MDDA remains responsive to technological, social, and economic transformations shaping the future of media diversity.

1. The research agenda is informed by the following guiding principles

- Evidence for Policy and Practice: Research must inform actionable policy and programming within the MDDA and its stakeholders.
- Innovation and Inclusion: Emphasis on digital transformation, AI readiness, and equitable participation.
- Ethics and Accountability: Promote truth, transparency, and responsibility in the information ecosystem.
- Sustainability and Local Empowerment: Support media’s long-term viability, especially in marginalised communities.
- Collaboration: Strengthen partnerships with academic institutions, media bodies, and global development partners.

11 PROGRAMME RECOURSE CONSIDERATIONS

Over the medium term, the Agency will continue to provide financial and non-financial support to community and small commercial media, with an emphasis on promoting indigenous languages and contributing to community development. The Agency also plans to intensify its focus on ensuring the sustainability of media projects in communities that are underserved by mainstream media. Most of the Agency's budget over the period ahead is directed at grant funding for 64 community broadcast projects, which assist with initiating new projects and strengthening existing ones, and 18 community and small commercial media print and digital projects. Funding for these projects is set to amount to R172 million over the MTEF period.

In line with the Agency's plans to ensure the sustainability of community media, it plans to contribute to skills development by providing training in areas such as governance and social media to 120 community media projects through partnerships with stakeholders and training providers. The training will be supported by 12 media literacy initiatives that will be held. Related activities are expected to cost R15 million over the medium term.

6 Research projects will be conducted over the medium term on key developments impacting the community media sector.

Total expenditure is expected to amount to R341 million. The expenditure has been revised upwards due to more funds from broadcast funders being received than anticipated. The increase is on payments to grant beneficiaries only with other costs remaining constant. The estimated revenue from broadcast funders is based on historical funds received and no further increases are anticipated mainly due to an anticipated decrease in contributions from traditional media funders whose business has been affected by the growth in digital media. The Agency is set to derive 57 percent (R194 million) of its revenue over the period ahead through the mainstream broadcast sector as donations deductible from the Universal Service and Access Fund levy, 37 percent (R126 million) through transfers from the department and the remaining revenue (R18million) from interest derived from short term deposits with the Reserve Bank.

Table 6: Financial MDDA expenditure trends and estimates by programme

Programmes/Objectives/Activities

MDDA expenditure trends and estimates by programme/objective/activity

	Audited outcome			Approved budget	Medium-term estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
R thousand							
Administration	35,478	39,100	37,402	35,386	39,925	41,823	43,914
Community media and small commercial media	113,737	65,883	62,064	61,536	57,150	56,998	57,950
Partnerships, public awareness and advocacy	1,221	1,725	2,797	2,319	4,073	4,263	4,476
Sector development & Outreach	315	1,685	2,301	4,915	5,155	5,406	5,675
Research	1,500	10,198	11,365	7,012	7,098	7,450	8,049
Total expense	115,251	118,591	115,929	111,168	113,401	115,940	120,064

12 UPDATE KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN

Outcome	Key Risk	Risk Mitigation
1. A sustainable community and small commercial media sector led by a future-forward Agency by 2029/30.	Insufficient and unstable funding streams lead to the inability to sustain organisational operations and mandate delivery.	<ol style="list-style-type: none"> 1. Updating and implementation of the Fundraising Strategy, incorporating diversification of funding sources and alignment to current economic conditions. 2. Strengthen funder engagement through targeted communication initiatives. 3. Establish monitoring of fundraising performance metrics.
	Declining demand for traditional media products due to changing consumer preferences and technological disruption, leading to sustainability challenges for supported media organisations.	<ol style="list-style-type: none"> 1. Pursue Media Audit Bureau accreditation to enhance industry credibility and data accuracy. 2. Regular market trend analysis to inform funding allocations. 3. Engagement with media industry stakeholders to anticipate shifts and support adaptation. 4. Promotion of digital transformation initiatives among funded media outlets.
	Failure by grant recipients to comply with grant conditions leads to financial loss, reputational damage, and reduced impact of funded programmes.	<ol style="list-style-type: none"> 1. Consequence management (Blacklisting). 2. Review and strengthen reporting timelines and follow-up processes. 3. Enhance post-grant audits to verify compliance. 4. Develop leadership continuity plans for grant recipients. 5. Automate grant monitoring processes for efficiency (where possible).
2. Community and small commercial media capacitated in credible and diverse news and information generation and dissemination by 2029/30.	Declining demand for traditional media products due to changing consumer preferences and technological disruption, leading to sustainability challenges for supported media organisations.	<ol style="list-style-type: none"> 1. Implementation of Grant or Funding strategies aligned to market trends. 2. Utilisation of the Sustainability Model research report to inform funding decisions.
3. A sustainable and capable Agency in support of the delivery of the MDDA mandate by 2029/30.	Non-compliance with legal and policy frameworks leads to adverse audit findings.	<ol style="list-style-type: none"> 1. Development and implementation of a Business Information System to enhance records management and compliance tracking. 2. Procure and implement a Regulatory Alert and Compliance Management System to ensure timely awareness of legislative changes. 3. Conduct SCM compliance training for relevant staff to improve understanding and application of regulations. 4. Alignment of performance contracts to APP by all managers to strengthen accountability for compliance objectives.

Outcome	Key Risk	Risk Mitigation
3. A sustainable and capable Agency in support of the delivery of the MDDA mandate by 2029/30.	Incidents of fraud and corruption arising from internal and external threats, leading to financial loss, reputational harm, and legal exposure.	<ol style="list-style-type: none"> 1. Regular monitoring and timely investigation of fraud hotline reports. 2. Implementation of the complaints management framework. (Receiving and processing of complaints). 3. Conduct regular fraud risk assessments. 4. Periodic review of fraud prevention strategies to ensure effectiveness.
	Damage to the organisation's reputation, resulting from poor communication, unethical conduct, or negative media exposure, leads to a loss of stakeholder trust and support.	<ol style="list-style-type: none"> 1. Update and disseminate the Corporate Manual. 2. Update and implement of the Communication Strategy with measurable goals. 3. Develop and execute PR and Brand Plan, including crisis communication protocols. 4. Conduct media training for key spokespeople. 5. Establish proactive media monitoring and rapid response capability.
	Reduced organisational productivity due to skills gaps, low morale, and inadequate workforce development and succession planning.	<ol style="list-style-type: none"> 1. Conduct Organisational Culture and Climate Survey to identify areas for improvement. 2. Develop targeted training and development programmes for future skills. 3. Establish a succession planning framework for critical positions. 4. Review and enhance career progression frameworks. 5. Regularly review market trends to align talent strategies with scarce skills.
	Unplanned incidents or emergencies disrupting critical business operations, leading to service delivery interruptions and organisational harm.	<ol style="list-style-type: none"> 1. Finalise and implement the Incident Response Plan with staff training. 2. Implement and test the BCP, including simulation exercises. 3. Conduct regular business impact analysis to identify critical functions and recovery priorities. 4. Establish clear roles and responsibilities for incident and crisis management. 5. Periodic review and update of BCM and recovery plans. 6. Awareness and training programmes for staff on BCM protocols.
	Lack of ICT governance, strategy, and resourcing undermines the organisation's ability to support operations effectively.	<ol style="list-style-type: none"> 1. Develop and Implement ICT Strategy. 2. Review and enhance the ICT governance framework. 3. Conduct ICT capacity and resource assessment.

Outcome	Key Risk	Risk Mitigation
3. A sustainable and capable Agency in support of the delivery of the MDDA mandate by 2029/30	Weak cybersecurity controls and inadequate data protection expose the organisation to cyberattacks, data breaches, operational disruptions, and regulatory non-compliance.	<ol style="list-style-type: none"> 1. Finalise and implement the Incident Response Plan. 2. Implement Mimecast for enhanced email security. 3. Procure and deploy Netwrix Auditor for proactive monitoring. 4. Conduct a cybersecurity risk assessment. 5. Perform regular testing of backup and disaster recovery systems. 6. Strengthen cybersecurity awareness training for all employees.

13 PUBLIC ENTITIES

None

14 INFRASTRUCTURE PROJECTS

None

15 PUBLIC PRIVATE PARTNERSHIPS (PPPs)

None



PART D

TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Programme 1 Governance & Administration

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

2. Indicator title	Percentage of funds raised
Definition	This refers to the amount of money raised by the organisation for various purposes to increase its financial capacity.
Source of data	Financial Statement.
Method of Calculation / Assessment	Total funds raised (Amount raised + benefit derived) divided by Total Annual Revenue (Levy income + Funds from the Fiscus + Interest) x 100.
Means of Verification	Financial Statement/Report.
Assumptions	Availability of resources.
Calculation type	Cumulative (Year-End).
Reporting cycle	Annually.
Desired performance	More budget to fund community print and small commercial media.
Indicator responsibility	Executive Manager: Corporate Affairs.

3. Indicator title	Level of Risk Maturity
Definition	This indicator measures the extent to which the organisation has developed and embedded risk management practices, culture, and systems across all operational and strategic levels. It assesses progress from basic compliance to an optimised, proactive risk management maturity level.
Source of data	Risk management reports, internal audit reports, risk registers, management review reports.
Method of Calculation / Assessment	Qualitative assessment based on a risk maturity model (e.g., levels from “Initial” to “Optimised”), using a scoring tool that evaluates governance, processes, systems, and culture.
Means of Verification	Approved risk management framework, updated risk register, risk committee minutes, audit verification reports.
Assumptions	All business units maintain accurate and updated risk registers and participate in risk assessments.
Calculation type	Cumulative qualitative score or maturity level.
Reporting cycle	Annually.
Desired performance	Achieve a minimum of “Defined” level or higher in risk maturity.
Indicator responsibility	Chief Risk Officer / Risk Management Unit.

4. Indicator title	Number of Enterprise MDDA Monitoring and evaluation framework
Definition	Measures the number of enterprise MDDA monitoring and evaluation framework developed.
Source of data	MDDA internal records, annual work plans, management performance reports, Approved M&E framework documents.
Method of Calculation / Assessment	Basic count.
Means of Verification	Signed and approved M&E framework documents.
Assumptions	Enterprises comply with MDDA requirements for M&E framework adoption. Accurate and timely reporting by enterprises and MDDA., and no significant delays occur.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	One comprehensive evaluation report is produced and approved annually.
Indicator responsibility	Chief Executive Officer/ Monitoring and Evaluation (M&E) Manager.

5. Indicator title	Number of staff satisfaction surveys conducted
Definition	This indicator measures the number of formal staff satisfaction or engagement surveys conducted within the financial year to assess employee morale, engagement, and perceptions of organisational culture.
Source of data	Completed survey responses, survey analysis report, HR records.
Method of Calculation / Assessment	Count of staff satisfaction surveys conducted and completed during the reporting period (e.g., 1 survey = 1 count).
Means of Verification	<ul style="list-style-type: none"> • Approved staff satisfaction/engagement survey instrument (questionnaire) • Consolidated survey analysis report with findings and recommendations.
Assumptions	Sufficient staff participation and management support for survey administration and feedback sessions.
Calculation type	Cumulative (Non-recurring per survey cycle).
Reporting cycle	Annual.
Desired performance	One survey conducted every second year with participation rate above 70 percent and actionable insights produced.
Indicator responsibility	Corporate Services – Human Resources Unit.

6. Indicator title	Number of change management initiatives implemented
Definition	This indicator tracks the number of formal change management initiatives, campaigns, or workshops implemented to support organisational transformation, culture alignment, or new system/process adoption.
Source of data	Attendance registers, training/workshop reports, communication materials, implementation reports.
Method of Calculation / Assessment	Count of completed and documented change management initiatives (e.g., awareness campaigns, workshops, or sessions) implemented in the reporting year.
Means of Verification	Approved change management plan, or framework, or initiative concept document.
Assumptions	Active participation by employees and leadership commitment to organisational change processes.
Calculation type	Cumulative.
Reporting cycle	Annual.
Desired performance	Implementation of one impactful change management initiatives annually.
Indicator responsibility	HR Unit / Change Management Champion / Corporate Affairs (if joint initiative).

7. Indicator title	Number of management or executive development programmes implemented
Definition	This indicator measures the implementation of structured management or executive development programmes aimed at enhancing leadership capability, emotional intelligence, and performance management competencies within the organisation.
Source of data	Training provider reports, attendance registers, programme completion certificates, evaluation reports.
Method of Calculation / Assessment	Count of management or executive development programmes implemented and completed in the financial year.
Means of Verification	<ul style="list-style-type: none"> • Approved Management/Leadership/Executive Development Programme by the CEO. • Implementation training plan or skills development plan indicating the programme.
Assumptions	Availability of funding, suitable training provider, and management participation.
Calculation type	Cumulative.
Reporting cycle	Annual.
Desired performance	At least one management or executive development programme implemented annually, with measurable post-training improvement.
Indicator responsibility	HR Unit – Skills Development Facilitator.

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

8. Indicator title	Number of grants disbursed annually to community and small commercial media organisations
Short description	Provide financial support to community broadcast projects that have not previously been funded by the MDDA or that have been previously funded and require additional funds to strengthen their sustainability. This, therefore, includes projects funded for the first time, as well as those aimed at strengthening, covering both community radio and TV.
Source	Application Forms, Initial Screening Reports, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments, and Progress Reports.
Method of Calculation / Assessment	Basic count of projects approved by the Board.
Means of Verification	Grant funding applications approved by the Board/Board meeting minutes/ Board resolution.
Assumptions	Adequate funding available. The MDDA project team is fully capacitated. The MDDA Board meeting takes place.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	Sustainable community broadcast projects accessible to disadvantaged communities.
Indicator responsibility	Executive Manager: Projects.

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

10. Indicator title	Number of community media projects supported to digitalise
Definition	Provide digital support to diverse media platforms owned and controlled by communities or small, independent publishers in order for them to make optimal use of digital and social media to enhance communities' access to the media.
Source	Five (5) year digital strategy.
Method of Calculation / Assessment	Basic count of projects provided with digital support.
Means of verification	Report on projects provided with digital support signed by Executive Manager: Projects.
Assumption	Adequate funding available. The MDDA project team is fully capacitated.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	Sustainable digital media is accessible to disadvantaged communities.
Indicator responsibility	Executive Manager: Projects.

Sub-Programme Name 2.2: Monitoring and Evaluation

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

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

Programme 3 Partnerships, Awareness and Advocacy

13. Indicator title	Number of partnerships/MOUs formalised for (financial and non-financial) to support community and small commercial media
Short description	Tangible agreements entered into with the purpose of providing financial or non-financial support to the sector.
Source	Stakeholder engagement strategy.
Method of Calculation / Assessment	Basic count.
Means of verification	Partnership agreement/MoU/MoA or email confirmation of partnership.
Assumption	Primary MDDA stakeholders identified buy-in from MDDA Management.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Establishment/maintenance of positive relationships with stakeholders leading to the signing of partnership agreements (MoAs, MoUs).
Indicator responsibility	Executive Manager: Corporate Affairs.

14. Indicator title	Number of advocacy initiatives conducted
Short description	Engagements to position the MDDA Brand covering a range of media platforms, opinion pieces, media statements, quarterly briefings, one-on-one engagements, radio/TV interviews, and dialogues.
Source	Annual Communication Plan.
Method of Calculation / Assessment	Basic count of advocacy initiatives
Means of verification	News clipping, published media statement, radio/TV interview recording and social media clipping, dialogue recordings.
Assumption	Buy-in from MDDA Management. Capacitated Communications unit to pursue media opportunities.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	High profile, positive MDDA brand value.
Indicator responsibility	Executive Manager: Corporate Affairs.

15. Indicator title	Number of stakeholder satisfaction surveys conducted
Short description	This refers to the survey that will be conducted amongst stakeholders to assess their levels of satisfaction with our engagements.
Source	Communications and Stakeholder Engagement Strategy.
Method of Calculation / Assessment	Basic Count.
Means of verification	Surveys Conducted.
Assumption	Buy-in from MDDA Management Capacitated Communications unit to pursue surveys earmarked respondents participate in the survey within the prescribed period.
Calculation type	Cumulative.
Reporting cycle	Bi-annual.
Desired performance	Positive sentiment towards the Agency to maintain strong partnerships and positive brand perception among stakeholder communities.
Indicator responsibility	Executive Manager: Corporate Affairs.

Programme 4 Capacity Building and Sector Development

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

17. Indicator title	Number of governance trainings held
Short description	Deliver governance training sessions to community and small commercial media entities to strengthen leadership, compliance, and operational effectiveness.
Source	Training Programmes, Training Schedules, Progress Reports.
Method of Calculation / Assessment	Basic count of governance training sessions conducted.
Means of verification	Training attendance registers; Training Programme and Progress Reports.
Assumption	Adequate funding and availability of qualified facilitators.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Improved governance practices within participating media organisations.
Indicator responsibility	Executive Manager Sector Development, Planning, M&E and Research.

18. Indicator title	Number of Mentees supported
Short description	Provide structured mentorship support to individuals within the media sector to enhance their professional development and sector readiness.
Source	Mentorship Programme Records, Progress Reports, Mentor Feedback Forms.
Method of Calculation / Assessment	Number of mentees who received formal mentorship support during the reporting period.
Means of verification	Signed mentorship agreements or mentee feedback reports.
Assumption	Availability of mentors and mentees; adequate resources to sustain mentorship activities.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Mentees demonstrate growth in media-related competencies and contribute meaningfully to the sector.
Indicator responsibility	Executive Manager Sector Development, Planning, M&E and Research.

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

20. Indicator title	Number of training interventions in ethics and disinformation
Short description	Enhance the accuracy and consistency of the information produced by community and small commercial media through the provision of training to media practitioners that will assist them navigate ethical challenges and reduce the spread of misinformation & disinformation.
Source	Training Programmes, Register of Delegates and Progress Reports.
Method of Calculation / Assessment	Basic count of training interventions held.
Means of verification	Register of delegates.
Assumption	Adequate funding available for training.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	High participant engagement, measurable improvements in understanding and applying ethical standards, and a clear reduction in misinformation-sharing behaviours. It should also foster critical thinking skills, helping participants to recognise and respond to disinformation effectively in real-world scenarios.
Indicator responsibility	Executive Manager Sector Development, Planning, M&E and Research.

21. Indicator title	Number of community media practitioners trained in digital skills
Short description	Tracks progress in building a digitally skilled workforce to support South Africa's digital transformation and economic inclusion. Measures the number of individuals who successfully complete digital skills training programmes.
Source	Training Programmes, Register of Delegates.
Method of Calculation / Assessment	Basic count of individuals trained.
Means of verification	Register of delegates.
Assumption	Adequate funding available for training.
Calculation type	Cumulative.
Reporting cycle	Annually.
Desired performance	Trainees demonstrate improved employability, digital literacy, or entrepreneurial capacity.
Indicator responsibility	Executive Manager Sector Development, Planning, M&E and Research.

Programme 5 Research

22. Indicator title	Number of research reports produced
Definition	MDDA funding of research projects based on a research strategy, intended to enrich understanding about the media landscape, as well as the subject of media diversity and development.
Source	Proposals, Board Resolutions and Progress/Final Reports.
Method of Calculation / Assessment	Basic count of research projects commissioned or funded.
Means of verification	Contract signed with the service provider to conduct research/ research report/draft research report /memo approved by the CEO to implement research.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
Desired performance	Body of reliable knowledge created on the community media landscape.
Indicator responsibility	Executive Manager Sector Development, Planning, M&E and Research.

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

None

ANNEXURE B: CONDITIONAL GRANTS

None

ANNEXURE C: CONSOLIDATED INDICATORS

None

ANNEXURE D: NSDF AND THE DISTRICT DELIVERY MODEL

None



GSM BUILDING
SABC AUCKLAND PARK CAMPUS
26 CANARY ST
AUCKLAND PARK
2006

TEL: 011 643 1100
EMAIL: INFO@MDDA.ORG.ZA

WWW.MDDA.ORG.ZA

