

**Media Development & Diversity Agency
(MDDA)**

**Annual Performance Plan for
2020/21**



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

MEDIA DEVELOPMENT & DIVERSITY AGENCY (MDDA)

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EXECUTIVE AUTHORITY STATEMENT

It gives me great pleasure as the Executive Authority to submit the 2020/2021 Annual Performance Plan of the Media Development and Diversity Agency (MDDA). This report describes and details the activities the Agency plans to achieve for the period 1 April 2020 to 31 March 2021.

A free, independent and diverse media remain a fundamental pillar of our democracy. The media ensure the right to freedom of expression of different viewpoints and rigorous public debate and, most importantly, play a pivotal role in the reconstruction and development of our nation. Media development encapsulates promoting and creating an enabling environment to help redress exclusion and marginalization of groups, class and interests from access to media – as audiences, owners, managers, content producers and distributors of media. As a result, people in more places can create, distribute, access, and apply knowledge in the form of media content - and, as active and informed citizens, drive development.

This principle is encapsulated in the mandate of the MDDA to provide access to the media to those who have been traditionally sidelined by the mainstream, in particular the historically disadvantaged communities and historically diminished cultural and language groupings. In line with this and the South African Government's district-based model of development and service delivery, the MDDA, together with the Presidency, is committed to ensuring that each and every district and metropolitan municipality has a robust and vibrant local media sector that is community owned and controlled, people-centred and small commercial.

The role of the MDDA in the promotion of a diverse media has never become more relevant than now, as we witness the onset of the Fourth Industrial Revolution (4IR) and the revolutionary technological changes that it is bringing to the media space. While this increasingly connected world in which we live brings with it the power to inform and empower even more people, news media are in turmoil, grappling with the challenges of adapting to rapidly changing technology and business models, and their impact on the way they gather, produce and disseminate news.

Going forward, the MDDA will review and intensify its focus on how it supports the community and small commercial media in an environment dominated by a move to digital platforms, championing technological developments that will enable our communities to embrace the benefits of the 4IR on news dissemination, without losing sight of the human element.

The strategic objectives that have guided the development of this Annual Performance Plan, are set out clearly in the MDDA Strategic Plan for 2020/2021 - 2024/2025. Whereas the Strategic Plan (SP) identifies strategically important outcome orientated goals and objectives against, which the MDDA's medium-term results can be measured and evaluated, the Annual Performance Plan (APP) identifies

the performance indicators and targets that the Agency seeks to achieve in the upcoming financial year.

The impact and outcomes that the MDDA strives to achieve are made possible by clearly defined outputs, with planned indicators and targets. This is the product of a thorough business planning process within the Agency, which takes into account both internal and external environments and their impact on the mandate of the MDDA. The process determines what is deliverable at an operational level and highlights the strategic elements to evaluate and update the Agency's Strategic Plan.

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

Minister Jackson Mthembu (MP)
Minister in the Presidency
Executive Authority

EXECUTIVE AUTHORITY STATEMENT (DEPUTY MINISTER)

With more than two decades having passed since its emergence, the community media sector in South Africa has made laudable strides in becoming the “voice of the voiceless”, telling stories of communities that would otherwise not have made it into mainstream media.

The sector’s unique selling point is its diverse content, which mirrors the lives and aspirations of ordinary South African citizens - diverse content that is relayed in the language of the community’s choice.

In full swing, community and small commercial media is a powerful tool for social cohesion, a budding ground for talent and a critical medium of information sharing. In a country such as ours, so rich in diversity and media plurality, community and small commercial media are a powerful lever for nation building.

While the community and small commercial media in South Africa must be congratulated on its considerable growth and outstanding successes, in many areas the sector is grappling with sustainability issues, ranging from corporate governance and attracting revenue, to the need to successfully navigate and capitalise on the exponential growth in technology that is seeing digitally-led disruptions to the way we consume media. The advent of the Fourth Industrial Revolution (4IR) and the concomitant and unprecedented changes in the media landscape have yielded a multiplicity of news platforms, resulting in a radical “democratisation” of the media. Community and small commercial media finds itself in this dynamic, but also turbulent space, whilst trying to fill a void which is left by the traditionally established media platforms.

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

While much has been achieved in building a pluralistic and transformed media landscape, there is still much to be done. This is particularly so for ensuring a diversity in content and viewpoints, especially those views of poorer people in rural areas, women, the youth and people living with disabilities. In addition, the South African Government’s commitment to the recently launched District Development Model requires the MDDA to ensure that all 52 district and metropolitan municipalities are serviced by sustainable and people-centred community and small commercial media.

The MDDA, with the support of the Government, is fully committed to addressing these issues as a priority, seeking not only to support the further growth of this vital sector and ensure its survival, but also to unlock its potential as a catalyst for active citizenry, local economic development and nation building.

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

Thembi Siweya (MP)
Deputy Minister in the Presidency

ACCOUNTING AUTHORITY STATEMENT

It is with great pleasure as the Chairperson of the MDDA to present the Agency's Annual Performance Plan for the period 2020/2021.

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

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

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

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

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

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

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



Ndivhuho Norman Munzhelele
Chairperson of the MDDA Board

ACCOUNTING OFFICER STATEMENT

With 2020/2021 marking the first year of the new five-year cycle, the MDDA has thoroughly reviewed its strategic direction and the impact it strives to make. This process has taken into account a number of critical inputs, including the socio-political and economic environment prevailing in South Africa; Government's Medium Term Strategic Framework (MTSF), the community media sector and the broader media environment in the print, broadcast and digital platforms; and the relevant legislation.

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

As the APP outlines, the Agency's core activity will continue to speak to the focus area of its mandate, that of funding community and small commercial media, but with an increased emphasis on the non-financial support aspect of the mandate. Capacity Building is a critical component of the MDDA's mandate as, if the community media sector is to become sustainable, targeted training, mentoring and other upskilling interventions are urgently required. As a result, the MDDA will, in 2020/2021, place focus on the development of a robust capacity building strategy that speaks directly to the skills gaps experienced by the sector, covering disciplines from financial management right through to content development.

Increased focus will also be placed on research in the 2020/2021 financial year in order to guide, not only the Agency's capacity building initiatives, but also the grant funding decisions. Apart from fully understanding the rapidly changing media landscape, information, such as the economic environment in which our beneficiaries operate and their potential for revenue generation; is critical to providing focused support, be it financial or non-financial. In this way we hope to assist the sector towards self-sustaining in the medium to long term – depending on what the research finds. As a result, an important activity of the 2020/2021 year will be commissioning research into the development of a Community Media Sustainability Model.

This year is the first full financial year in which I will be leading the MDDA as Chief Executive Officer and I would like to express my gratitude to the Board of the MDDA and the Executive Authority for the trust they have placed in me by appointing me. Together with my Executive team, my immediate priority is to build a coherent and high performing team, equipped to provide meaningful leadership to a community media sector that is facing an exciting but also potentially disruptive environment, brought about by the onset of the Fourth Industrial Revolution (4IR).



Zukiswa Potye
Chief Executive Officer
MDDA

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the MDDA under the guidance of The Minister in the Presidency.
- Takes into account all the relevant policies, legislation and other mandates for which the MDDA is responsible.
- Accurately reflects the annual performance targets, which the MDDA will endeavour to achieve in 2020/2021.

YASEEN ASMAL
Chief Financial Officer

Signature: _____



ZUKISWA POTYE
Accounting Officer

Signature: _____



NORMAN MUNZHELELE
Accounting Authority

Signature: _____



Approved by:

THEMBI SIWEYA (MP)
Executive Authority

Signature: _____

JACKSON MTHEMBU (MP)
Executive Authority

Signature: _____

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PART A: STRATEGIC OVERVIEW

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

1. Updates to the relevant legislative and policy mandates

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

2. Updates to Institutional Policies and Strategies

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

3. Updates to Relevant Court Rulings

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

PART B: OUR STRATEGIC FOCUS

4. Updated Situational Analysis

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

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

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

4.1 External Environment

4.1.1 Social imperatives

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

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

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

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

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

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

Black youth therefore constitute the major proportion of the unemployment rate. Supporting youth owned and managed community media projects is a focus area of the MDDA in the delivery of its

mandate, while further focus areas must be job creation and upskilling as positive spin-offs of the financial and non-financial support the MDDA provides to its beneficiary projects.

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

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

4.1.2 Technological imperatives

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

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

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

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

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

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

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

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

4.1.3 Economic imperatives

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

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

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

4.1.4 Environmental imperatives

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

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

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

4.1.5 Political imperatives

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

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

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

4.1.6 Legal imperatives

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

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

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

4.1.7 Ethical imperatives

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

In both its own internal processes and the behaviour of its beneficiary projects, the MDDA has a major role to play in reinforcing the Government's zero tolerance stance towards corruption in the

public and private sector. The Agency's funding policy, introduced in 2019, is designed to ensure a transparent and fair method of selecting community-based media projects for funding, while more stringent monitoring and evaluation (M&E) and contracting/reporting requirements enforce compliance and good governance by MDDA beneficiaries.

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

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

4.2 MDDA Impact Study

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

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

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

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

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

Project sustainability is also impacted in a number of ways. Funding criteria are vague and the media projects are not required to demonstrate how they will become self-sufficient by the end of the funding period. In addition, the MDDA has not been able to resolve the impasse with

Government or the commercial sector to secure advertising support for projects to enable sustainability.

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

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

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

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

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

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

4.3 Internal Environment

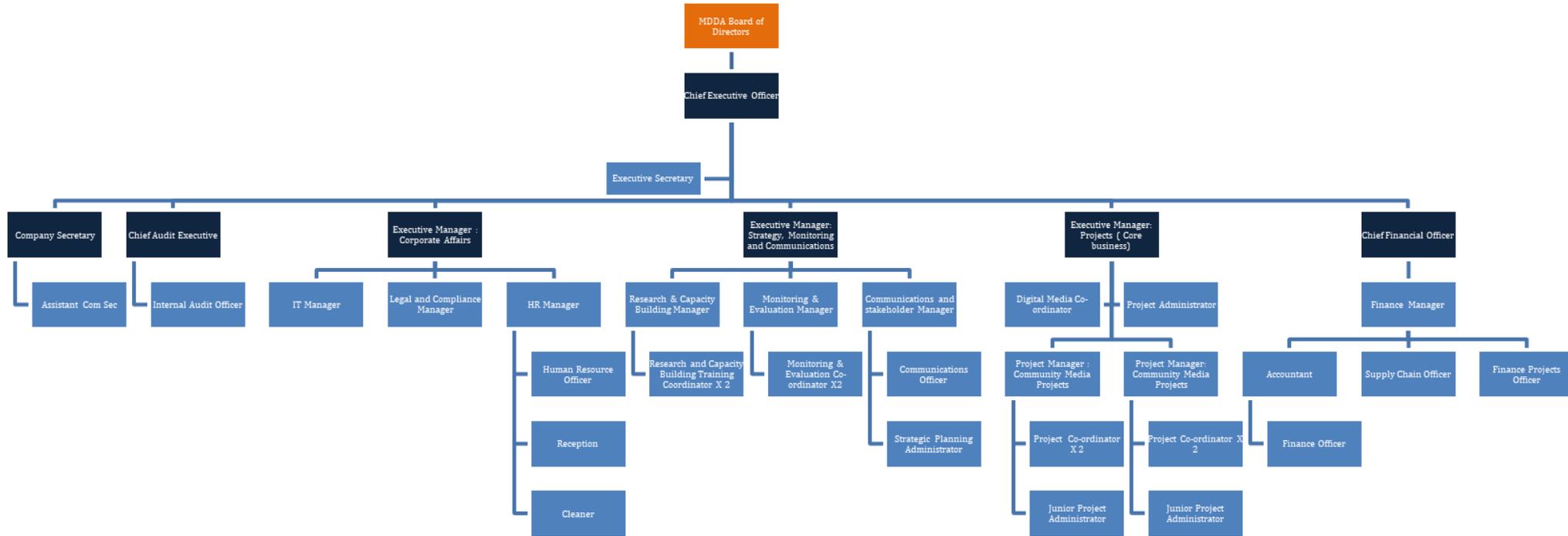
The enabling legislative environment and the positioning of the MDDA in the Presidency entrenches the relevance of its value proposition. The core of the MDDA are the Programmes: Grant and Seed Funding; Capacity Building and Sector Development; and Innovation, Research and Development, which are currently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

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

4.3.1 Organisational Environment Situational Analysis

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

4.3.2. Organisational Structure



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

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

4.3.3 Financial perspective

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

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

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

4.3.4 Stakeholder perspective

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

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

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

4.3.5 Business process perspective

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

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

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

4.3.6 Learning and growth perspective

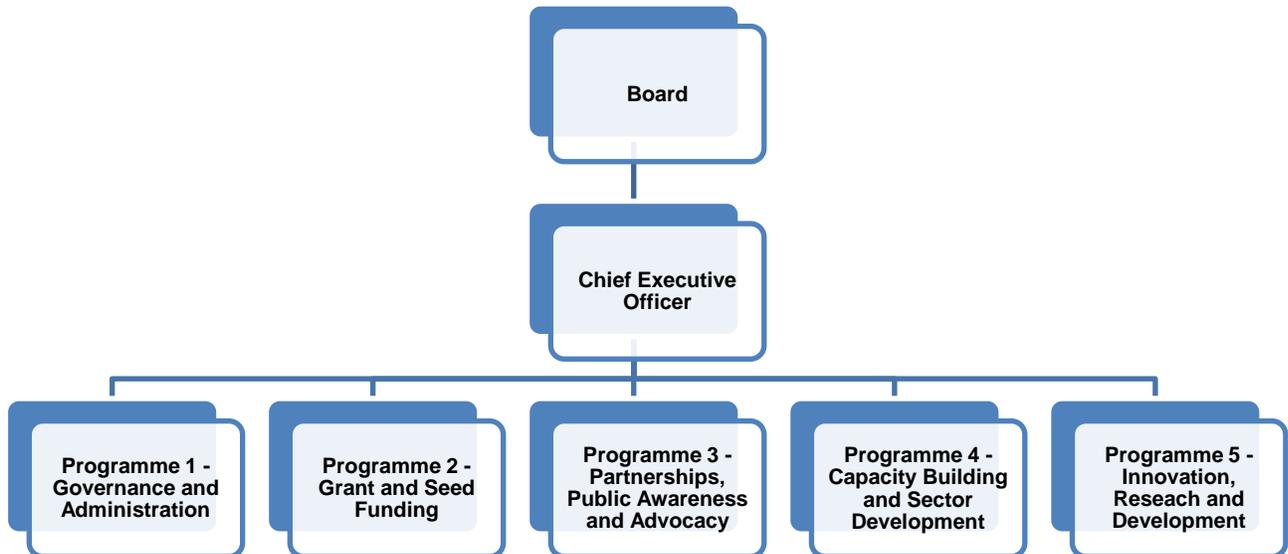
The MDDA is focused on establishing and nurturing an environment conducive to learning, growth and development.

PART C: MEASURING OUR PERFORMANCE

5. Institutional Programme Performance Information

MDDA Programme Structure

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



Programme 1: Governance and Administration

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024	Unqualified audit with no significant findings	1. Unqualified audit with no significant findings	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit opinion	Unqualified audit with no significant findings	Unqualified audit with no significant findings

Indicators, Annual and Quarterly Targets

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

Programme 2: Grant and Seed Funding

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

Sub-Programme 2.1: Community and Small Commercial Media

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Community Media Sustainability Model	2. Community Media Sustainability Model developed	-	-	-	New indicator	Study into development of Community Media Sustainability Model commissioned	Community Media Sustainability Model research	Community Media Sustainability Model finalised
	Community broadcast project funding	3. Number of community broadcast project funding proposals submitted to Board	40	8	29	18	20	20	20
	Small Commercial Media project funding	4. Number of funding proposals for Small Commercial Media projects submitted to Board	10	5	8	2	5	7	8
	Community print/digital media funding	5. Number of funding proposals for Community print/digital media projects submitted to Board	1	4	4	2	3	5	6

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
2. Community Media Sustainability Model developed	Service provider appointed	Consultation with stakeholders for drafting of Terms of Reference	Drafting of Terms of Reference	Terms of Reference finalised	Service provider appointed
3. Number of community broadcast project funding proposals submitted to Board	20	-	-	-	20
4. Number of funding proposals for Small Commercial Media projects submitted to Board	5	-	-	-	5
5. Number of funding proposals for Community print/digital media submitted to Board	3	-	-	-	3

Sub-programme 2.2: Monitoring and Evaluation

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Annual evaluation of M&E reports	6. Annual evaluation of funded projects to identify thematic findings from M&E reports submitted to Board	-	-	-	Final report submitted to Board			
	Monitoring reports on input, output and compliance to MDDA grant-in-aid contracts	7. Number of monitoring reports produced on input, output and compliance to MDDA grant-in-aid contracts	75	80	86	80	80	90	90
	Evaluation reports	8. Number of evaluation reports produced	32	35	10	2	2	2	2

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
6. Annual evaluation of funded projects to identify thematic findings from M&E reports submitted to Board	1				Final report submitted to Board
7. Number of monitoring reports produced on input, output and compliance to MDDA grant-in-aid contract	80	10	30	30	10
8. Number of evaluation reports produced	2	-	1	1	-

Programme 3: Partnerships, public awareness and advocacy

Purpose: This programme seeks to position the MDDA as a leading influencer and authoritative voice in the community and small commercial media, by playing a key role in the national dialogue on the sector, through implementation of strategic partnerships to carry out media development and diversity interventions.

Sub-programme 3.1: Strategic programmes

Purpose: The purpose of this sub-programme is to position the MDDA as an authoritative leader and voice on community and small commercial media by proactive advocacy and lobbying interventions and established stakeholder relationships by 2024.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Stakeholder engagement policy	9. Stakeholder engagement policy reviewed and submitted to Board	-	-	Stakeholder engagement policy developed and submitted to Board	Reviewed stakeholder engagement policy submitted to Board	Reviewed stakeholder engagement policy submitted to Board	Reviewed stakeholder engagement policy submitted to Board	Reviewed stakeholder engagement policy submitted to Board
	Stakeholder engagement strategy	10. Stakeholder engagement strategy reviewed and submitted to Board	-	-	Stakeholder engagement strategy developed and submitted to Board	Reviewed stakeholder engagement strategy submitted to Board	Reviewed stakeholder engagement strategy submitted to Board	Reviewed stakeholder engagement strategy submitted to Board	Stakeholder engagement strategy submitted to Board
	Community Media digital migration strategy	11. Community Media digital migration strategy reviewed and submitted to Board	-	-	-	Community Media digital migration strategy commissioned	Community Media digital migration strategy submitted to Board	-	Reviewed community Media digital migration strategy submitted to Board

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
9. Stakeholder engagement policy reviewed and submitted to Board	Reviewed stakeholder engagement policy submitted to Board	-	Internal engagement conducted on stakeholder engagement policy	Reviewed stakeholder engagement policy drafted	Reviewed policy submitted to Board
10. Stakeholder engagement strategy reviewed and submitted to Board	Reviewed stakeholder engagement strategy submitted to Board	-	Internal engagement conducted on stakeholder engagement strategy	Reviewed stakeholder engagement strategy drafted	Reviewed strategy submitted to Board
11. Community Media digital migration strategy submitted to Board	Reviewed community Media digital migration strategy submitted to Board	Draft Community Media digital migration strategy produced	Community Media digital migration strategy finalised for submission to Board	Community Media digital migration strategy submitted to Board	-

Sub-programme 3.2: MDDA Brand Building

Purpose: The purpose of this sub-programme is to expand our footprint as MDDA by creating a positive image in pursuance of MDDA's mandate to grow the community and small commercial media by 2024

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024	Communications policy	12. Communications policy reviewed and submitted to Board	-	-	Communications policy developed and submitted to Board	Reviewed communications policy submitted to Board			
	Communications strategy	13. Communications strategy reviewed and submitted to Board	-	-	Communications strategy developed and submitted to Board	Reviewed communications strategy submitted to Board	Reviewed communications strategy submitted to Board	Reviewed communications strategy submitted to Board	Communications strategy developed and submitted to Board

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
12. Communications policy, reviewed and submitted to Board	Reviewed communications policy submitted to Board	-	Internal engagement conducted on communications policy	Reviewed communications policy drafted	Reviewed policy submitted to Board
13. Communications strategy reviewed and submitted to Board	Reviewed communications strategy submitted to Board	-	Internal engagement conducted on communications strategy	Reviewed communications strategy drafted	Reviewed strategy submitted to Board

Programme 4: Capacity building and sector development

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Capacitated, digital responsive community-based media sector by 2024	Capacity building strategy for community and small commercial media projects	14. Capacity building strategy for community and small commercial media projects developed and submitted to Board	-	-	-	Baseline skills assessment of community media completed	Capacity building strategy for community and small commercial media projects developed and submitted to Board	Capacity building strategy for community and small commercial media projects reviewed and submitted to Board	Capacity building strategy for community and small commercial media projects reviewed and submitted to Board
	Training interventions aimed at capacitating the community media with skills aligned to sector specific needs	15. Number of training interventions aimed at capacitating the community media with skills aligned to sector specific needs	5	5	9	6	6	6	6
	Media literacy workshops	16. Number of media literacy workshops conducted	2	0	1	3	3	3	3

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
14. Capacity building strategy for community and small commercial media projects developed and submitted to Board	Capacity building strategy for community and small commercial media projects developed and submitted to Board	-	Capacity building strategy for community and small commercial media projects developed	Capacity building strategy for community and small commercial media projects submitted to Board	-
15. Number of training interventions aimed at capacitating the community media in key sustainability skills	6	-	2	2	2
16. Number of media literacy workshops conducted	3	2	1	-	-

Programme 5: Innovation, Research and Development

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

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Output	Output Indicators	Audited/actual performance			Estimated Performance 2019/20	MTEF Period		
			2016/7	2017/8	2018/9		2020/1	2021/2	2022/3
Capacitated, digital responsive community-based media sector by 2024	Research strategy to address key issues impacting on sustainability of community media sector	17. Research strategy developed and submitted to Board	-	-	-	Research strategy developed and submitted to Board	Research strategy reviewed and submitted to Board	Research strategy reviewed and submitted to Board	Research strategy reviewed and submitted to Board
	Research projects on key trends/developments impacting on community media sector	18. Number of Research projects funded on key trends/developments impacting on community media sector	2	1	3	3	3	3	3

Indicators, Annual and Quarterly Targets

Output Indicator	Annual target	Q1	Q2	Q3	Q4
17. Research strategy developed and submitted to Board	Research strategy developed and submitted to Board	-	Research strategy developed	Research strategy submitted to Board	-
18. Number of Research projects funded on key trends/developments impacting on community media sector	3	-	-	2	1

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

- a) Outcome 1: Capable, effective and efficient organisation in support of the delivery of the MDDA mandate by 2024 has one output - achieving an unqualified audit opinion with no significant findings. Such an audit opinion is only achievable through effective leadership that enforces implementation of the appropriate legislation and best practice. This includes providing sound, prudent and efficient human resources, financial, supply chain management, risk management, internal audit, compliance and IT services needed for an effective operation with fiscal health and sustainability. It is only by having a fully functioning and accountable agency that the MDDA can provide effective and transparent financial and non-financial support to the community and small commercial media sector, and thereby contribute to an accessible, transformed and diversified media.

Outcome 2: Media diversity promoted through the growth of sustainable community-based media in South Africa by 2024 has 12 outputs. Four of these outputs are focused on positively changing the percentage of historically disadvantaged communities with ownership and control of community broadcast and print and small commercial media/publications. The planned performance of funding community and small commercial media projects will both assist new media projects start up (to increase the coverage in South Africa), as well as assist existing projects become more sustainable through, for example, new broadcast equipment or increased regularity in publishing. In this way media development and diversity are promoted, particularly as, in addition to supporting historically disadvantaged geographical communities, which are largely located in rural areas, the MDDA also focuses on supporting media projects for women, children and those living with a disability.

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

Two outputs address Stakeholder Engagement and a further two address Communications activities, providing a structured approach for the MDDA to enter into partnerships and raise its profile in order to mobilise resources across the sector for the sustainable growth of community and small commercial media. The latter is essential for true media transformation in South Africa. In line with the priorities of women, children and people with disabilities, the MDDA enters into

partnership with agencies focused on these interest groups, as well as supporting initiatives that promote them in the media.

The output addressing a Community Media digital migration strategy is intended to enable the MDDA to lead the community and small commercial media sector in positioning itself to take advantage of new technology developments, ushered in by the 3IR and 4IR.

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

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

7. Programme Resource Considerations

The table below shows MDDA expenditure per programme:

Expenditure per programme									
No	Description	Audited 2018/19	Adjusted Budget 2019/20	Full year forecast 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
1	Governance and Administration	36 444 640	34 985 923	29 032 643	35 701 526	37 654 873	40 003 496	42 514 806	45 188 039
2	Grant and Seed Funding	36 247 012	90 739 271	66 370 154	55 536 774	55 633 119	53 036 473	50 487 524	48 312 689
3	Partnerships, public awareness and advocacy	76 149	787 835	255 104	525 000	551 250	1 000 000	1 048 000	1 098 304
4	Capacity building and sector development	421 548	787 570	149 188	168 000	176 400	184 867	193 741	203 040
5	Innovation, Research and Development	3 664 753	3 490 682	1 413 206	3 789 740	3 746 292	3 903 381	3 963 009	4 025 294
	TOTAL	76 854 103	130 791 281	97 220 295	95 721 040	97 761 933	98 128 217	98 207 080	98 827 367

The table below shows statements of financial performance:

MDDA 2020/21 to 2024/25 Budget Summary								
MDDA 2020/21 to 2024/25 Revenue								
Description	Audited 2018/19	Budget 2019/20	Forecast 2019/20	Budgeted 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
Revenue	88 097 306	113 071 947	97 220 295	95 721 040	97 761 933	98 128 217	98 207 081	98 827 366
Broadcast Funders	51 743 849	56 337 519	59 099 922	55 994 790	56 135 835	56 279 701	56 426 445	56 576 123
Grants income	30 694 846	51 623 906	31 821 887	33 427 000	35 223 000	36 528 000	37 992 000	39 514 698
Other Income: Interest	5 658 611	5 110 522	6 298 486	6 299 250	6 403 098	5 320 516	3 788 636	2 736 545
Percentage Change			10.36%	-1.54%	2.13%	0.37%	0.08%	0.63%
MDDA 2020/21 to 2024/25 expenditure								
Description	Audited 2018/19	Budget 2019/20	Forecast 2019/20	Budgeted 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25
Expenditure	76 854 103	130 791 281	97 220 295	95 721 040	97 761 933	98 128 217	98 207 080	98 827 367
Grant Expenditure	40 407 513	85 151 092	60 287 201	48 418 403	47 701 371	45 106 584	41 750 763	38 709 225
Employee Costs	20 406 769	31 290 890	27 124 785	34 820 502	37 257 937	39 865 993	42 656 612	45 642 575
MDDA Board costs	2 290 668	2 523 012	1 061 132	1 988 024	2 087 425	2 187 621	2 292 627	2 402 673
Administration Costs	13 749 152	11 826 287	8 747 177	10 494 112	10 715 200	10 968 019	11 507 078	12 072 893
Surplus / (Deficit)	11 243 203	- 17 719 335	-	-	-	-	-	-
Percentage Change				-1.54%	2.13%	0.37%	0.08%	0.63%

Expenditure analysis as per ENE

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

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

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

In terms of expenditure, financial support through grant funding initiatives is anticipated to be R133 million over the medium term, in support of around 120 projects. Community broadcast grants assist with the initiation of new projects and the strengthening of existing projects and account for 47% of the agency's total budget over the medium term. Overall spending on community and small commercial print and digital and community broadcast projects is expected to decrease by an average of 5.4% over the medium term because of no funding from print media. The Agency has begun extensive stakeholder engagement to revive the print media funding stream.

One of the Agency's source of funding is via the Ministry in the Presidency, the Agency's Executive Authority. Over the years, this has been steadily adjusted by between 2.1% and 5.6% growth year on year, based on annual inflation considerations.

Resource considerations

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

Overall, the MDDA urgently requires to fill key skills gaps, as well as to update the existing skills in the Agency.

In the Administration Programme, the agency has been faced with human resource capacity constraints in several key positions but plans are being implemented, starting from the 2019/20 financial year, to ensure that the Agency is adequately resourced and that staff morale is kept at a high level. The successful achievement of the outcomes of the agency are dependent on the quality and quantity of the staff entrusted with the responsibility of ensuring that they are achieved. Several units have put forward requests to add additional positions to their units to assist in building capacity.

If approved, these positions will increase the budgeted COE and alternative fund-raising methods will need to be implemented or reductions made in several budget codes.

In the Grant funding programme, it is anticipated that the number of community broadcast, as well as community and small commercial print/digital projects requesting start-up or strengthening funding will increase. The major portion of the budget will be directed towards supporting the sustainability of the Community media sector, with an emphasis on innovations around Research and Capacity development. Project staff will be retained in house to manage this process.

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

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

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

8. Updated Key Risks

There are no updates to the key risks as detailed in the 2020/2021 – 2024/2025 MDDA Strategic Plan.

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

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

10. Public Private Partnerships

The Agency has the following current partnerships:

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

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

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

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TID)

PROGRAMME: 1. Governance & Administration

1. Indicator title	Unqualified audit with no significant findings
Definition	Ensures compliant and efficient use of Agency financial resources to attain an unqualified audit with no significant findings from the AGSA for the audit conducted on financial statements
Source of data	Copy of audit report
Method of Calculation/ Assessment	Basic count: Audit opinion
Means of Verification	Annual report/ AGSA
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

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

2. Indicator title	Community Media Sustainability Model developed
Definition	Development of a Sustainability Model for community media which will strengthen the sector's ability to become self-sustaining in the medium to long term. This model will take into account aspects such as economic environment of the community media, the potential for revenue generation, etc.
Source	Contract with service provider, progress reports, tranche payments
Method of calculation/ Assessment	Basic count: Study report
Means of verification	Report submitted
Assumptions	Funding available in research budget
Calculation type	Non- cumulative.
Reporting cycle	Quarterly
Desired performance	Academically sound research
Indicator responsibility	Projects Director

3. Indicator title	Number of community broadcast project funding proposals submitted to the Board
Short description	Provide financial support to community broadcast projects who have not previously been funded by the MDDA or who have previously been funded and require funds for strengthening to improve sustainability. This therefore includes projects funded for the first time and for strengthening and covers both community radio and TV.
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 submitted to the Board for funding
Means of verification	Funding proposals submitted to Board
Assumptions	Adequate funding available MDDA projects team fully capacitated
Disaggregation of Beneficiaries	Target for Women: 50% of stations being funded with female station managers Target for Youth: 30% of stations funded being youth focused Target for People with Disabilities: 10% of stations being funded with focus on disability issues
Spatial Transformation	Community radio stations funded located in disadvantaged areas
Calculation type	Cumulative.
Reporting cycle	Annually
Desired performance	Sustainable community broadcast projects accessible to disadvantaged communities
Indicator responsibility	Projects Director

4. Indicator title	Number of funding proposals for Small Commercial Media (SCM) projects submitted to the Board
Definition	Provide financial support to diverse media platforms owned and controlled by independent publishers who have not previously been funded by the MDDA or who have previously been funded and require funds for strengthening to improve sustainability.
Source	Application Forms, Initial Screening, Project Justification Reports, Board Resolutions, Grant Agreements, Tranche Payments and Progress Reports
Method of calculation	Basic count of projects submitted to the Board for funding
Means of verification	Funding proposals submitted to Board
Assumption	Adequate funding available MDDA projects team fully capacitated
Disaggregation of Beneficiaries	Target for Women: 50% of SCM projects being funded owned by women Target for Youth: 30% of SCM projects being funded owned by youth Target for People with Disabilities: 10% of SCM projects being funded owned by people with disabilities
Spatial Transformation	Small Commercial Media projects funded located in disadvantaged areas
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Sustainable print/digital media accessible to disadvantaged communities
Indicator responsibility	Projects Director

5. Indicator title	Number of funding proposals for Community print/digital media submitted to Board
Definition	Provide financial support to diverse print and digital media platforms owned and controlled by communities 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/ Assessment	Basic count of projects approved by the Board for funding
Means of verification	Funding proposals submitted to Board
Assumption	Adequate funding available MDDA projects team full capacitated
Disaggregation of Beneficiaries	Target for Women: 50% of community print projects funded focused on women Target for Youth: 30% of community print projects funded being youth focused Target for People with Disabilities: 10% of community print projects funded with focus on disability issues
Spatial Transformation	Community print projects funded located in disadvantaged areas
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Sustainable print/digital media accessible to disadvantaged communities
Indicator responsibility	Projects Director

Sub-Programme Name: 2.2 Monitoring and Evaluation

6. Indicator title	Annual evaluation of funded projects to identify thematic findings from M&E reports submitted to Board
Definition	Summarised findings from monitoring and evaluation of project performance during year under review to identify cross cutting issues and challenges for developing future interventions
Source	Authorised copy of annual evaluation report, Board minutes
Method of Calculation/ Assessment	Basic count of reports submitted
Means of verification	Annual Evaluation Report submitted to Board
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Annually
Desired performance	Themes identified for development of meaningful and impactful capacity building interventions
Indicator responsibility	Strategy Director

7. Indicator title	Number of monitoring reports produced on input, output and compliance to MDDA grant-in-aid contracts
Definition	Monitoring of project performance for early detection of challenges faces by supported projects
Source	Authorised copies of onsite Monitoring reports and information on projects monitored contained in the report
Method of Calculation/ Assessment	Basic count of monitoring reports produced annually
Means of verification	Project Monitoring Reports signed by Strategy Director
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Issues of compliance and sustainability identified early for intervention
Indicator responsibility	Strategy Director

8. Indicator title	Number of evaluation reports produced
Definition	Evaluation of impact on communities of projects supported to inform MDDA strategic direction, future planning and approach
Source	Authorised copies of onsite evaluation reports
Method of Calculation/ Assessment	Basic count of evaluation reports produced annually
Means of verification	Project evaluation reports signed by Strategy Director
Assumption	Adequate funding available for M&E visits MDDA M&E team fully capacitated
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Findings identified for input into meaningful and impactful capacity building interventions and MDDA funding strategy
Indicator responsibility	Strategy Director

PROGRAMME 3: Partnerships, Awareness and Advocacy

Sub-Programme Name: 3.1 Strategic programmes

9. Indicator title	Stakeholder engagement policy reviewed and submitted to Board
Definition	Draft and implement coherent policy for implementation in following financial year, for effective partnering with sector stakeholders in order to mobilise sector-wide resources on behalf of community and SCM projects
Source	Authorised copy of policy; Board minutes
Method of Calculation/ Assessment	Basic count of policies
Means of verification	Stakeholder engagement policy submitted to Board
Assumptions	Adequate funding available for Stakeholder engagements Buy-in from MDDA Management Buy-in from External Stakeholders
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Stakeholder partnerships in place and operational
Indicator responsibility	Communications Manager

10. Indicator title	Stakeholder engagement strategy reviewed and submitted to Board
Short description	Draft a coherent and effective stakeholder engagement strategy and action plan for implementation in following financial year, to improve MDDA stakeholder engagement to mobilise resources on behalf of community and SCM projects
Source	Authorised copy of strategy; Board minutes
Method of Calculation/ Assessment	Basic count of strategies
Means of verification	Stakeholder engagement strategy submitted to Board
Assumptions	Adequate funding available for Stakeholder engagements Buy-in from MDDA Management Buy-in from External Stakeholders
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Informed Stakeholder Engagement Processes
Indicator responsibility	Communications Manager

11. Indicator title	Community Media digital migration strategy submitted to Board
Short description	Strategy to support community media in digital migration initiatives to assist ensure sustainability of community media in a rapidly changing landscape
Source	Authorised copy of strategy; Board minutes
Method of Calculation/ Assessment	Basic count of strategies
Means of verification	Digital migration strategy submitted to Board
Assumptions	Adequate funding available for strategy development Buy-in from MDDA Management
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Informed input based on in depth knowledge of media transformation and challenges of community media in digital era
Indicator responsibility	Communications Manager

Sub-Programme Name: 3.2 Stakeholder Management and MDDA Brand Building

12. Indicator title	Communications policy reviewed and submitted to Board
Definition	Draft and implement a coherent and effective communications policy for implementation in following financial year, for improved MDDA brand value
Source	Authorised copy of policy; Board minutes
Method of calculation/ Assessment	Basic count of policies
Means of verification	Communications policy submitted to Board
Assumption	Adequate funding available for Communications activities MDDA Communications team fully capacitated
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	High prolife and awareness and positive Brand image amongst stakeholder base
Indicator responsibility	Communications Manager

13. Indicator title	Communications strategy reviewed and submitted to Board
Definition	Draft a coherent and effective communications strategy and plan for implementation in following financial year, for improved MDDA brand value
Source	Authorised copy of strategy; Board minutes
Method of calculation/ Assessment	Basic count of strategies
Means of verification	Communications strategy submitted to Board
Assumption	Adequate funding available for Communications activities MDDA Communications team fully capacitated
Calculation type	Non-cumulative
Reporting cycle	Quarterly
Desired performance	Informed Communications Processes
Indicator responsibility	Communications Manager

PROGRAMME 4: Capacity Building and Sector Development

14. Indicator title	Capacity building strategy for community and small commercial media projects developed and submitted to Board
Short description	Develop annual capacity building strategy for implementation in following financial year, based on assessment of skills levels in community and small commercial media sector and on findings of M&E reports
Source	Authorised copy of strategy; Board minutes
Method of calculation/ Assessment	Basic count of strategy
Means of verification	Capacity building strategy submitted to Board
Assumption	Adequate funding available for annual capacity building and training interventions
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Focused and relevant capacity building interventions
Indicator responsibility	Strategy Director

Programme Performance Indicators

15. Indicator title	Number of training interventions aimed at capacitating the community media with skills aligned to sector specific needs
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 trainings/workshops
Disaggregation of Beneficiaries	Target for Women: 50% of trainees to be women Target for Youth: 30% of trainees to be youth Target for People with Disabilities: 5% of trainees to be people with disabilities
Spatial Transformation	Trainees to be drawn from all nine provinces to uplift skills
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Capacitated beneficiaries
Indicator responsibility	Strategy Director

16. Indicator title	Number of media literacy workshops conducted
Short description	Provide training on the critical ways to consume and produce media information so that communities reflect an informed and improved understanding about media literacy, in particular digital media literacy
Source	Training Programmes, Register of Delegates and Progress Reports
Method of calculation/ Assessment	Basic count of media literacy workshops held
Means of verification	Register of delegates
Assumption	Adequate funding available for trainings/workshops
Disaggregation of Beneficiaries	Target for Youth: 100% of trainees to be youth Target for Women: 50% of trainees to be women Target for People with Disabilities: 5% of trainees to be people with disabilities
Spatial Transformation	Trainees to be drawn from all nine provinces to uplift skills
Calculation type	Cumulative
Reporting cycle	Quarterly
Desired performance	Cyber savvy and safe communities
Indicator responsibility	Projects Director

PROGRAMME 5: Innovation, Research and Development

17. Indicator title	Research strategy developed and submitted to Board
Definition	Develop annual research strategy for MDDA funding/commissioning of research projects in following financial year, intended to enrich understanding about media landscape as well as subject of media diversity and development
Source	Authorised copy of strategy; Board minutes
Method of calculation/ Assessment	Basic count of authorised strategies
Means of verification	Research strategy submitted to Board
Calculation type	Basic count
Reporting cycle	Quarterly
Desired performance	Informed strategy for research focusing on ensuring media diversity sustainability
Indicator responsibility	Strategy Director

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

ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

Annexure A: Amendments to the Strategic Plan

There are no amendments to the 2020/2021 – 2024/2025 MDDA Strategic Plan.

Annexure B: Conditional Grants

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

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

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

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