

mda

MEDIA DEVELOPMENT & DIVERSITY AGENCY



STRATEGIC PLAN AND BUDGET MTEF 2009-2012



A briefing to the Parliamentary Portfolio Committee on Communications

10 June 2009



Vuka Sizwe!



INDEPENDENT NEWSPAPERS



Presentation to Parliament



MEDIA DEVELOPMENT & DIVERSITY AGENCY



Presentation led by:

Ms Gugu Msibi (Chairperson)



Presentation to Parliament





Introduction - Team members

- Gugu Msibi (Chairperson)
- Lumko Mtimde (CEO)
- Baby Tyawa (Board member)
- Ms Ingrid Louw (Board member)
- Siviwe Minyi (Board member)
- Phumelele-Ntombela-Nzimande (Board member)
- Dr Tanja Bosch (Board member)
- Nomonde Gongxeka (Board member)
- Mshiyeni Gungqisa (CFO)
- Jayshree Pather (Projects Director)
- Nomusa Ndawonde (Manager in the CEO's office)





Introduction

- The Agency presents to this Committee, the Strategic Plan for the MTEF period 2009-12, with a specific focus on the financial year 2009/10.
- The Strategic Plan was tabled in Parliament by the Minister in the Presidency on the 05th June 2009.
- The Plan and our priorities are informed by the legislative mandate and the medium to long-term planning process.





Vision

"Each and every SA citizen should have access to a choice of a diverse range of media"

Mission

"A development Agency that will assist in building an environment where a diverse, vibrant and creative media flourishes and reflects the needs of all South Africans"

Mandate

- **CREATE AN ENABLING ENVIRONMENT FOR MEDIA DEVELOPMENT AND DIVERSITY WHICH REFLECTS THE NEEDS AND ASPIRATIONS OF ALL SOUTH AFRICANS**
- **REDRESS EXCLUSION AND MARGINALISATION OF DISADVANTAGED COMMUNITIES AND PERSONS FROM ACCESS TO THE MEDIA AND THE MEDIA INDUSTRY**
- **PROMOTE MEDIA DEVELOPMENT AND DIVERSITY BY PROVIDING SUPPORT PRIMARILY TO COMMUNITY AND SMALL COMMERCIAL MEDIA PROJECTS**



OBJECTIVES OF THE AGENCY IN TERMS OF THE ACT

- Encourage ownership and control of, and access to, media by HDC as well as by historically diminished indigenous language and cultural groups,
- Encourage the development of human resources and training, and capacity building, within the media industry, especially amongst HDGs,
- Encourage the channelling of resources to the community media and small commercial media sectors,
- Raise public awareness with regard to media development and diversity issues,
- Support initiatives which promote literacy and a culture of reading,
- Encourage research regarding media development and diversity, and
- Liaise with other statutory bodies, such as ICASA and USAASA.





APPROACH

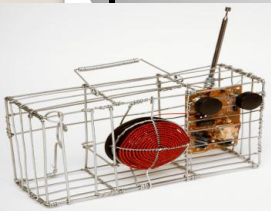
- The provision of grants and subsidies – both to individual media projects and to create an enabling environment for media development and diversity
- Leveraging resources and support through technical assistance
- Conducting and funding research
- Facilitating capacity building
- Advocating for media diversity





VALUES

INTEGRITY	WE ARE HONEST, RELIABLE, FAIR, ACCOUNTABLE AND RESPONSIBLE FOR OUR ACTIONS
CARING	WE ARE TOLERANT; COURTEOUS AND RESPECTFUL TO OUR STAFF AND CLIENTS ALIKE
PROFESSIONALISM	WE ARE EFFICIENT, EFFECTIVE, SERVICE DELIVERY ORIENTATED, PUNCTUAL, PERFORMANCE DRIVEN AND WORK COLLECTIVELY
COMMITMENT	WE ARE PASSIONATE, GO THE EXTRA MILE, RESPONSIVE, HAVE A STRONG WORK ETHIC, CONSISTENT AND ACCESSIBLE
TRANSPARENCY	WE ARE OPEN AND PARTICIPATORY IN OUR DEALINGS WITH INTERNAL AND EXTERNAL PARTIES





LEGISLATIVE ENVIRONMENT (Amongst others)

- MDDA Act
- Constitution Act
- Electronic Communications Act
- PAJA
- PFMA
- ICASA Act
- BBBEE Act
- LABOUR RELATIONS Act
- Conditions of Employment Act
- SKILLS DEVELOPMENT Act
- PAIA
- Interceptions of Communications and Provision of Communication-related Information Act
- Electronic Communications Security (Pty) Ltd Act
- PPPFA





MEDIA DEVELOPMENT & DIVERSITY AGENCY



Presentation led by:

Mr. Lumko Mtimde (Chief Executive Officer)



Presentation to Parliament





CURRENT PERIOD REVIEW AND HIGHLIGHTS

- Setting up of the organization in 2003 and systems, moving into new premises in 2006 (15 Sherborne Road – Parktown), moving again into **31 Princess of Wales Terrace – Parktown** (just opposite Sunnyside Park Hotel) from end of June 2009 and ongoing review of organisation, systems and procedures, and policies;
- The development of a set of regulations to govern the MDDA,
- Finalising the funding agreements with government and the funders,
- Making the first funding decision in January 2004,
- Populating the organisation with staff to run the affairs of the organisation, grown its human resource capacity to 22, recruited and filled in all staff vacancies to run the affairs of the organization;
- Successful engagement with Broadcasting Service Licensees regarding the ECA and the review of the funding agreements,
- Successful engagements with Print Media Association of SA (PMSA) regarding the review of the funding agreements,





CURRENT PERIOD REVIEW AND HIGHLIGHTS

- Finalized funding agreements with government and funders;
- Increase in the Government funding, with R9m for the MTEF 2008/11 over and above the R2m increase in 2007/8;
- Concluded a R20m worth agreement with the Department of Communications, to support community radio programme production capacity;
- Participated and signed the MAC Charter;
- The spending of approximately R77m in grants for 239 media projects cumulatively as at March 2009.
- More than 39 of these projects did not exist prior to the establishment of the MDDA grant funding;
- The provision of bursaries to 55 different radio and print managers as at 31st March 2009, and generally 498 people trained





CURRENT PERIOD REVIEW AND HIGHLIGHTS

- The evaluation of MDDA organizationally after 4 years of operation;
- The consistent receipt of unqualified audits with even no matters of emphasis;
- Putting MDDA on the public agenda – SAFM Radio interviews, Annual Report launch, SABC TV News coverage, City Press, The Media Magazine, Leadership Magazine, CEO Magazine, Gauteng Companies, BizCommunity, CNBC Africa, Alfred Nzo Community Radio, The Media Online, Cape Town Community Television, UCT Edubloc, NCRF website, DPLG website, Business Day, Sowetan, etc.;
- The development of a database of grassroots publications in partnership with AIPSA;
- Envisioning TV: Research in the Policy, Strategy and Models for Community Television in South Africa – HSRC. The funding of three Community TV initiatives, Bay Community TV, Cape Community TV and Tshwane Community TV;
- Completed a number of researches into challenges facing community and small commercial media sector, which are available on its website;





CURRENT PERIOD REVIEW AND HIGHLIGHTS

- Development of a database of grassroots publications in partnership with AIPSA;
- Initiated and supported mobilization workshops on shortages and availability of resources for the sector;
- Finalizing research into trends of media ownership and control in South Africa;
- Finalizing an advertising and marketing toolkit for community and small commercial media;
- Finalizing and signing a Memorandum of Understanding with the Universal Service and Access Agency (USAASA), in order to work together in respect of universal service and access in the broadcasting industry;
- Running a successful mentorship programme, supporting new initiatives countrywide;
- Supported a number of capacity building and training programmes in a whole range of areas, including financial management, advertising and marketing, essentials of media management, etc.





CURRENT PERIOD REVIEW AND HIGHLIGHTS

- Maintaining good relations with stakeholders – funders, parliament, the Presidency, DoC, GCIS, ICASA, USAASA, MAPPPSETA, NCRF, beneficiaries and research institutions;
- Developed staff in areas such as Project Management, Financial Management, Financial modules, Secretariat, Business writing skills, supervisory management, advocacy training, etc.; Developed capacity in Monitoring and Evaluation, Project management; records management, minutes taking, financial management and risk management. Working as a team internally;
- The growth of demand for MDDA support, and the growth in the demand for increased funding for MDDA, i.e. Parliament, the Ruling Party, etc.
- Reaching our disbursement targets within time.





- The spending of approximately R77m in grants for 239 media projects cumulatively as at 31 March 2009



Ekhephini Community Radio

MDDA funded Community Newspapers





- The spending of approximately R77m in grants for 239 media projects cumulatively as at 31 March 2009



MDDA FUNDED PUBLICATIONS





The spending of approximately R77m in grants for 239 media projects cumulatively as at 31 March 2009



MDDA projects training workshop

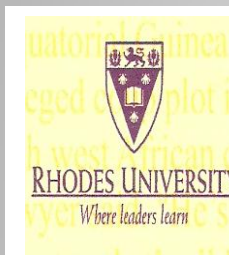
Presentation to Parliament





- The provision of bursaries to 55 different radio and print managers as at 31 March 2009.

**"I write express my institution's
deep gratitude for the financial support
that the MDDA gave to community media
editors and managers who participated at
the recent
Essentials of Newspaper Management course
run by Rhodes University's Sol Plaatjie's
Institute for Media Leadership"
Frances Mdlongwa - Director**





MEDIA DEVELOPMENT & DIVERSITY AGENCY

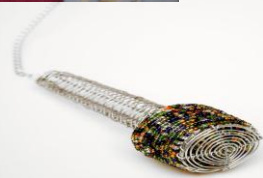


Putting MDDA on the public agenda – SAFM Radio interviews, Annual Report launch, SABC TV News coverage, City Press, The Media Magazine, Leadership Magazine, CEO Magazine, Gauteng Companies, BizCommunity, CNBC Africa, Alfred Nzo Community Radio, The Media Online, Cape Town Community Television, UCT Edubloc, NCRF website, DPLG website, Business Day, Sowetan, etc.;

Farewell function of
Ms Mbali Dhlomo editor of
Genuine Magazine, an MDDA funded
Project who was nominated as the Fellow
from South Africa for the 2009
Eisenhower Fellowships'
Multi National Program, USA
and Prof. Reggie Ngcobo (UKZN).



Presentation to Parliament





CHALLENGES

EXTERNAL CHALLENGES

- ❖ Limited funding, especially in the area of print media, where funders have signed the same R1.2m support for the first three years and R1m for the last two years, this as a result of the financial challenges the print media industry is facing at present;
- ❖ The market environment for print media development is not enabling, as in regard to printing and distribution;
- ❖ Loss of skills from small commercial and community media to the more lucrative commercial/private media and public broadcasting sector;
- ❖ Limited broadcast frequency spectrum;
- ❖ Limited exposure of small commercial and community media to marketing and advertising revenues;
- ❖ Sustainability challenges.





CHALLENGES

INTERNAL CHALLENGES

- ❖ The level of organisational skills and capacity both in terms of numbers, knowledge and skills given the broad spectrum of projects across the country;
- ❖ The more the beneficiary numbers increase, the less is the capacity of MDDA to manage, monitor and evaluate, and report adequately;
- ❖ The inadequacy of the MDDA financial resources which limit the Agency's ability to recruit and retain appropriate and the best staff the market can offer;
- ❖ General dissatisfaction by staff regarding salaries and benefits offered by the organisation.



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MEDIA DEVELOPMENT & DIVERSITY AGENCY



Staff complement



Presentation to Parliament





MEDIA DEVELOPMENT & DIVERSITY AGENCY



STRATEGIC FOCUS FOR 2009-2010



Presentation to Parliament





MEDIA DEVELOPMENT & DIVERSITY AGENCY



RATIONALE

- Historically disadvantaged communities are deprived of access to information that can assist them to participate actively in the democratic processes of our country.
- Current media (in particular print and TV) lacks diversity and recognition of indigenous languages and culture,
- Approximately 80% of the SA population is African, yet the number of indigenous language media products are counted and instead most media is produced in English,
- Advertising tends to be biased toward media houses with adequate financial resources,
- Broadcast frequency spectrum is a limited public resource,



Presentation to Parliament





RATIONALE (Cont.)

- Small commercial media projects have limited access to printing in terms of lack of resources (costs and facilities),
- Access to advertising for small commercial media remains a stumbling block to their growth and viability. Similarly their inability to acquire the audit bureau of circulation (ABC) certificate disadvantages them in the market place,
- The sector lacks appropriate and relevant skills in respect of marketing; management, financial management and production management.
- The sector lacks the development of strategies for sustainability of their projects.





MEDIA DEVELOPMENT & DIVERSITY AGENCY



RATIONALE (Cont.)

- There is a dearth of knowledge and information that can adequately identify critical issues in the small commercial and community media sectors in South Africa for innovation.
- There is also the lack of research and information specific to the sectors that inform program development and strategic focus (e.g. Not much updated information on the number of indigenous language newspapers in S.A., number of readers of such newspapers, etc.)





MEDIA DEVELOPMENT & DIVERSITY AGENCY



Overall Objective

"TO ENSURE THAT ALL CITIZENS CAN ACCESS INFORMATION IN A LANGUAGE OF THEIR CHOICE AND TO TRANSFORM MEDIA ACCESS, OWNERSHIP AND CONTROL PATTERNS IN SOUTH AFRICA."

Purpose

"TO STRENGTHEN THE SECTOR THROUGH THE PROVISION & LEVERAGE OF RESOURCES, KNOWLEDGE AND SKILLS IN PURSUIT OF PROMOTING MEDIA DEVELOPMENT AND DIVERSITY."



KEY RESULT AREAS IN RELATION TO THE PURPOSE STATEMENT

- Advocacy for media development and diversity,
- Partnerships and Stakeholder management,
- Grant funding for community and small commercial media, and seed funding support for community radio in the nodal areas,
- Capacity building interventions for beneficiary organisations and communities including mentorship and monitoring and evaluation
 - Strengthening and consolidating beneficiary projects towards sustainability
- Research and knowledge management
- Media literacy and the promotion of the culture of reading.
- Communication & Public Awareness with regard to the sector and the MDDA in general
- Quality programming and production in community media broadcasting
- Fundraising and resource mobilisation,
- Financial Management
- Internal Business Processes
- Customer Perspective





MEDIA DEVELOPMENT & DIVERSITY AGENCY



KEY RESULT AREAS STRATEGIC OBJECTIVES AND OUTPUTS



Presentation to Parliament





KRA 1:

Advocacy for
media
development
and diversity

Strategic Objective:

To contribute towards improving the operating environment of the community and small commercial media sectors

- Develop strategy for increasing revenue for small commercial and community media.
- Engage and mobilise support for the Agency.
- Prepare submissions to Parliament, ICASA, Government.
- Partnership with MAC Charter and AMASA in order to lobby advertising and marketing industry.
- Facilitate acquisition of grassroots certification from ABC for small commercial and community print media
- Negotiate printing and distribution discounts
- Engage organisations like SARS, CIPRO, NPO Directorate, SAMRO to promote an enabling environment
- Operationalisation of the Low Interest Loan
- Promote atypical media and media co-operatives.





KRA 2:

Partnership and Stakeholder Management

Strategic Objective:

To strengthen relations with MDDA contractual and non-contractual stakeholders

- Develop joint initiatives in media development and diversity undertaken with stakeholder like academic institutions, SABC, PMSA, NAB, SANEF, ACA, AIPSA, NCRF etc.
- Develop and set up forums/summits with advertising companies to promote small commercial and community media.
- Develop a joint programme with USAASA.
- Sign MoU with MAPPSETA, ISSETSETA, IEC, DoJ, etc.
- Renew partnership with DoC.
- Partnership with Highway Africa 2009.
- Strengthen partner with DPLG (cooperative governance & traditional leaders)
 - Finalise an MoU with DPLG





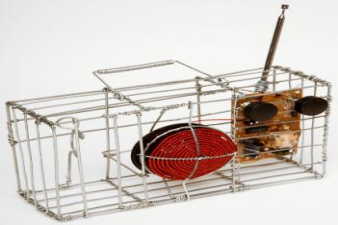
KRA 3:

Grant and
Seed Funding

Strategic Objective:

To promote and strengthen the small commercial print and community media

- ❖ At least 1 community radio per district municipality funded
- ❖ At least 1 community newspaper per district municipality funded.
- ❖ Number and spread of small commercial newspapers, magazines funded.
- ❖ At least 1 community television per province funded.
- ❖ At least 1 hub per province (print & radio) funded and supported.
- ❖ Number and range of new media funded.
- ❖ Managing NCRF implementation of seed funding for CR in nodal areas.
- ❖ Strategy on student media
- ❖ Assessment of the content development initiatives
- ❖ Monitoring and evaluation





KRA 4:

Capacity building intervention for beneficiary organisations and communities

Strategic Objective:

To enhance the sustainability of the community and small commercial media

To strengthen and consolidate beneficiary projects

- ❖ Implement training plan.
- ❖ Maintain and grow the mentor and training database.
- ❖ Conduct training workshops for beneficiaries on identified capacity issues and needs.
- ❖ Develop Basic Financial Management Guidebook.
- ❖ Print and disseminate handbooks and toolkits on marketing.
- ❖ Facilitate accreditation for MDDA trainers.
- ❖ Update report on the movement of trained people within the sector.
- ❖ Implement exchange programme.
- ❖ Provide support to existing projects.





KRA 5 :

Research and
knowledge
Management

Strategic Objective:

To enhance learning and innovation in the sector

- ❖ Develop a research and knowledge management plan.
- ❖ Impact assessment and evaluation focusing on the projects, socio-economical impact of the MDDA interventions.
- ❖ Publish an annual Journal and monograph series of the state of media development and diversity in S.A.
- ❖ Monitor and track legislative and policy issues affecting the media.
- ❖ Conduct learning forum with project beneficiaries
- ❖ Community Media Awards





KRA 6:

Media Literacy
and Culture of
reading

Strategic Objective:

To promote media literacy and culture of reading

- ❖ Maintain partnership with DPLG, DoE, District Municipalities, PMSA, READ etc.
- ❖ Convene assemblies/summits in District Municipalities targeting learners on the role of media, media literacy and promotion of the culture of learning.





KRA 7:

Communication
and public
awareness

Strategic Objective:

To enhance and position MDDA as a leader in the media development and diversity sector

- ❖ Target mainstream media to publish outcomes of the perception survey to relevant audiences.
- ❖ Maximize awareness of the MDDA brand, thereby profiling the Agency and increase public awareness.
- ❖ Strengthen MDDA presence at provincial levels.
- ❖ Conduct seminars throughout provinces on media development and diversity.
- ❖ Produce an MDDA profiling video
- ❖ Fundraising for a Communications Manager





KRA 8:

Quality
programming and
production for
community
broadcasting

Strategic Objective:

***To enhance and improve programming,
production and build capacity in community
broadcasting sector***

- ❖ Community radio programme production funding
- ❖ Community radio programme production monitoring
- ❖ Research, training and capacity building
- ❖ Promotion, marketing and sector mobilization
- ❖ Project evaluation.





KRA 9:

Fundraising
and resource
mobilisation

Strategic Objective:

To strengthen, grow and protect the MDDA capital base, accordingly increase the funding and resource base of the MDDA and its beneficiaries

- ❖ Increase the level of transfers from MDDA funders;
- ❖ Increased funding revenue streams for MDDA;
- ❖ Grow the capital base of the Agency;
- ❖ Increase the number of MAPPSETA contracts with the Agency for training providers;
- ❖ Implement the Fund Development Strategy and plan
 - ❖ International fundraising.





KRA 10:
Financial
Management

Strategic Objective:

To strengthen, grow and protect MDDA capital base

- ❖ Maintain the regulated ratio of grant expenditure to capital.
- ❖ Maintain adequate financial records.
- ❖ Ensure a clean audit.
- ❖ Strengthen financial management capacity.
- ❖ Maintain efficient and effective procurement.





KRA 11:

Internal
business
processes

Strategic Objective:

To strengthen the operational efficiencies of the MDDA so as to deliver sustainable media development and diversity content and impact

- ❖ Equip the Agency with appropriate technologies.
- ❖ Improve efficiencies and accountability in the delivery of the MDDA programs.
- ❖ Limit operational and consequential risk to the Agency.
- ❖ Prevent fraud
- ❖ Facilitate efficient decision making and communications as well as promote participative democracy
- ❖ Improve corporate governance.





KRA 12:

Customer
perspective

Strategic Objective:

To maintain the image of MDDA as the performing public institution with government and national, provincial and local spheres and its contractual and non-contractual stakeholders.

- ❖ Develop and maintain high MDDA client satisfaction levels.
- ❖ Support and promote positive working relations within staff.





SUMMARY OF 2009/10 PRIORITIES

Key 9 Focus Areas	Key Deliverables	Timelines
1. Advocacy for media development and diversity	✚ Lobby IDC and NEF for the support of the Low Interest Loan scheme for small commercial media.	April 2009 – March 2010
2. Partnerships and stakeholder management	✚ Stakeholder Management Plan	April 2009 – March 2010
3. Grant and seed funding support for community and small commercial media	<ul style="list-style-type: none"> ✚ 8 Community Radios funded ✚ 6 Community Newspapers funded ✚ 4 Community Initiatives supported ✚ 4 atypical media projects supported ✚ 4 Small Commercial Newspapers and 1 Magazine supported ✚ 10 projects monitored ✚ 5 desktop project reviews done ✚ 5 capacity building initiatives monitored ✚ 2 research grants issued 	April 2009 – December 2009
4. Capacity building interventions for beneficiary organisations and communities including mentorship and monitoring & evaluation	<ul style="list-style-type: none"> ✚ 30 beneficiaries trained ✚ 1 workshop on Financial Management ✚ 46 registered service providers in database ✚ 1 exchange event ✚ Marketing toolkit developed ✚ Initial desktop research on the movement of trained people within the sector 	April 2009 – March 2010
✚ <i>Strengthening and consolidating beneficiary projects towards sustainability</i>	Presentation to Parliament	



SUMMARY OF 2009/10 PRIORITIES

Key 9 Focus Areas	Key Deliverables	Timelines
5. Research and knowledge management	<ul style="list-style-type: none"> 2 research projects supported 2 research seminars held 1 exchange event held 	April 2009 – March 2010
6. Media Literacy and culture of reading	<ul style="list-style-type: none"> Media literacy and culture of reading summit to be held in the North West province 	April 2009 – March 2010
7. Communications and public awareness with regard to the sector and the MDDA in general	Increased funding for implementation of Communication Strategy	April 2009 – March 2010
8. Quality programming and production in community broadcasting	<ul style="list-style-type: none"> 5 Community Radio Stations supported 	April 2009 – March 2010
9. Fundraising and resource mobilisation	<ul style="list-style-type: none"> International fundraising strategy and plan 	April 2009 – March 2010





CRITICAL ASSUMPTIONS

- ❖ Sufficient legislative, regulatory and govt policy positions exist to support efforts of the sector
- ❖ The MDDA Act provides for the development and support of the sector and there is an approved budget for project implementation.
- ❖ The funding increases beyond current funding. NOTE - The MDDA receives requests worth in excess of R150m.
- ❖ The MDDA regulations prescribe categories to be funded by the MDDA.
- ❖ There is a need for maximum effort in profiling the MDDA.
- ❖ Beneficiary organisations are willing and able to participate in MDDA sponsored interventions.
- ❖ There is sufficient base of trainers and mentors in the sector.
- ❖ The budget as approved by the Board is appropriated by Parliament.





RISKS AND ACTIONS TO MITIGATE RISKS

❖ Two main risks were rated high:

1. Lack of adequate funds
2. Not enough human resources to implement the operational plan

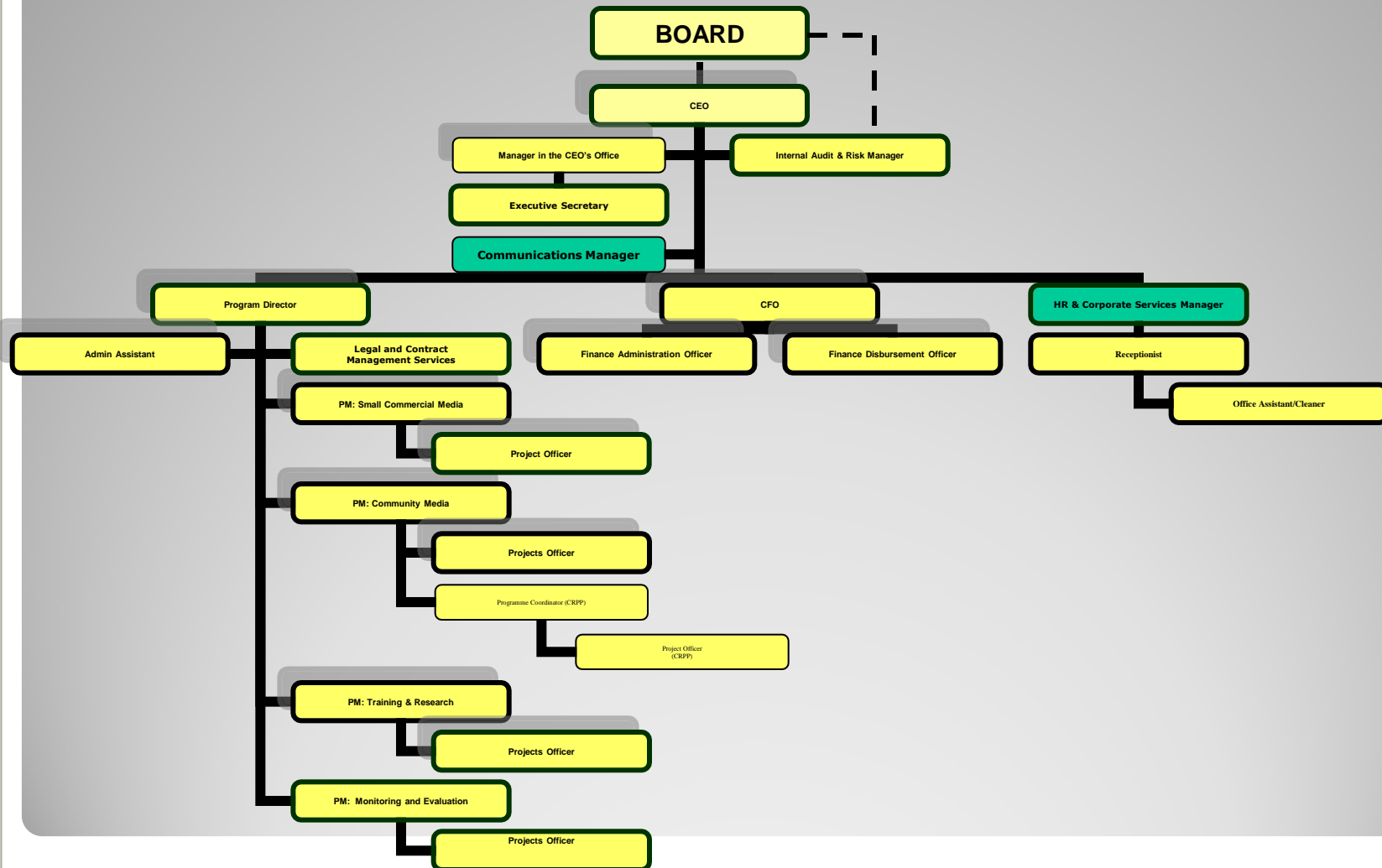
❖ Actions to mitigate risks:

1. Enhanced efforts of fundraising, including increased Government funding and international fundraising
2. Board approved the organogram, identifying human resources required to implement the plan.





REQUIRED ORGANISATIONAL CAPACITY FOR THE PERIOD AHEAD



¹¹ Note that green reflects approved but non-funded position.



Presentation led by:

Mr. Mshiyeni Gungqisa (Chief Financial Officer)



Presentation to Parliament





MDDA SUMMARY BUDGET

	2008/09 Budget (R)	2009/10 Budget (R)	2010/11 Budget (R)
INCOME	36,796 ,093	39,554, 720	41,697,593
TOTAL EXPENDITURE	36, 796, 093	39,555, 720	31,697, 593
Programme Costs	26,188, 440	28,073, 190	29,460,690
Operational Expenses	10,430, 653	11,352,530	12,013, 903
Capital Expenditure – Capex	177,000	129,000	223,000
DEFICIT/SURPLUS	0	0	0



MDDA SUMMARY BUDGET

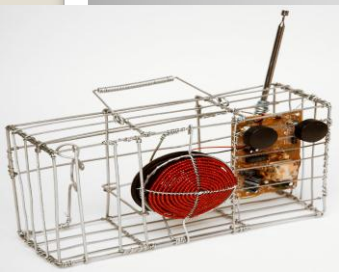
- **Notes:**
- Financial Year 2009/12
 - Budget based on the human resources requirements as per the organogram.
 - This budget is in compliance with the regulatory limit of 25% for administration.
- The assumption is that funding agreements with SABC and E-tv will be successfully renewed.
- The budget excludes :
 - The R20m partnership with the Department of Communications.





Presentation led by:

Ms Gugu Msibi (Chairperson)



Presentation to Parliament





CONCLUSION

- The Agency would like to express our appreciation and thanks to the GCIS, this Portfolio Committee for the support to the Board and Management. And more particularly, thanks to the out gone members of the Board (Mazibuko Jara and Chris Moerdyk).
- Further we hope -
 - to ensure diversity of media in each and every municipal district of our country.
 - to ensure increased media in different indigenous languages, reflecting unity in diversity,
 - to ensure rural communities are empowered, jobs are created, poverty is alleviated and we have an informed society.

Thank you

10 June 2009

