



STRATEGIC PLAN

2025 – 2030

MDDA

MEDIA DEVELOPMENT & DIVERSITY AGENCY





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FOREWORD BY THE EXECUTIVE AUTHORITY (MINISTER)



It is with great pleasure that I, as the Minister responsible for the Media Development and Diversity Agency (“the MDDA”), introduce to you our Strategic Plan for the 2025/26 – 2029/30 medium-term. This document marks an important milestone for both the Agency and the media landscape we serve.

In this modern day of rapid technological changes and shifting consumer behaviour, the importance of media to society only increases. The commitment to developing a diverse, inclusive, and innovative media environment forms the basis of our mission. Over the coming six years, we will direct resources at empowering content creators, enhancing media literacy, and allowing all voices to be heard, particularly those from under-represented communities.

The following Strategic Plan articulates our vision for a thriving media landscape – one that reflects the richness of our diverse society and actively informs and engages our citizens. We aim to do this through investment in content diversity, nurturing our local talent, and embracing new technologies to provide a resilient, fair, and representative media landscape reflecting our shared values.

I invite you to read through this plan and join us on this journey as we work actively together to shape the future of media in our country. Your comments, collaboration, and support go a long way in what we do to build a more vibrant media environment serving all.

Let us together make the media landscape flourish with diversity and innovation.

MS KHUMBUDZO NTSHAVHENI, MP
MINISTER IN THE PRESIDENCY





FOREWORD BY THE EXECUTIVE AUTHORITY (DEPUTY MINISTER)



This is not a roadmap but a commitment to a media landscape that reflects our diversity in society and meets the challenges brought upon us by a rapidly changing digital world. I am pleased to introduce our Strategic Plan 2025/26 - 2029/30 as the Deputy Minister in The Presidency, responsible for Media Development and Diversity Agency.

Moving forward, the Bright Futures Commission's work will be dedicated to advancing diverse projects in media and innovations within the sector.

All voices must be given a platform, different stories need an avenue to be told, and our mediascape should reflect manifold perspectives. This strategic plan provides concrete activities to advance media literacy, foster local creativity, and facilitate multi-sector collaboration.

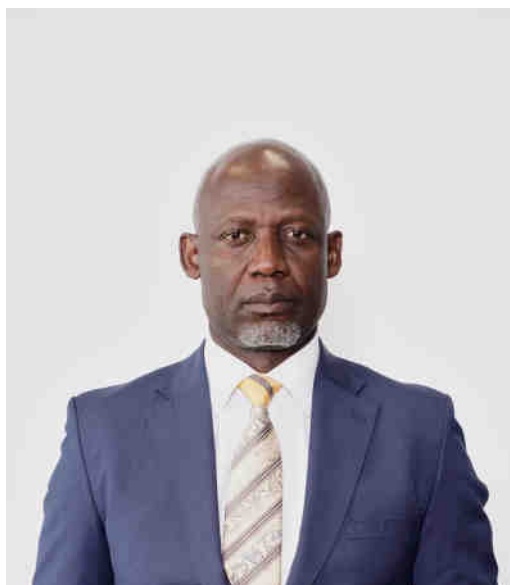
We are conscious of the immense contribution that media can make to expressing public discourse and communal life. In seeking to rise to the challenges posed by this digital age, we commit ourselves to an environment wherein excellence in content can thrive and all citizens can be active participants in the media.

I invite your feedback and active interest in this plan and in joining us in our work to foster a media ecosystem that is resilient, dynamic, and the last representative of our society. Together, we can ensure that our media future shines and is inclusive.

MR KENNY MOROLONG, MP
DEPUTY MINISTER IN THE PRESIDENCY



PREFACE BY THE ACCOUNTING AUTHORITY



In his State of the Nation Address (SONA), President Cyril Ramaphosa unveiled the key priorities of the Government of National Unity (GNU). The GNU resolved to dedicate the next five years to actions that will advance three strategic priorities; 1) drive inclusive growth and job creation; 2) reduce poverty and tackle the high cost of living; and 3) build a capable, ethical and developmental state. The President further emphasised that the GNU has decided to place inclusive economic growth at the centre of the national agenda.

Community media plays a pivotal role in fostering economic growth, particularly in underserved or localised communities where traditional media may not reach or reflect societal needs.

Community media highlights opportunities for previously disadvantaged people or marginalised groups, such as women, youth, and people with disabilities, to participate in economic activities. It provides a platform for these groups to share their voices, ideas, and contributions, fostering an inclusive economic environment. It is therefore important that the MDDA's strategic thrust remains "Building a resilient and future-forward community and small commercial media sector".

During the 6th Administration, numerous community radio stations were switched off by Sentech for failing to honour their debt obligations relating to signal distribution services. For example, community media debt to Sentech stood at just under R100 million in the first quarter of the 2024/25 financial year. The debt has great implications for media sustainability and universal access to public interest journalism. A key focus for the 2024-2029 Medium-Term Development Plan (MTDP) will be to ensure that community radio stations remain on air. To this end, the Agency will expedite the implementation of the recommendations of its Research on the Development of a Sustainability Model for Community & Small Commercial Media. A key recommendation emanating from this research is that self-transmission is critical to the sustainability of community broadcasting.

The Agency also recognises the need to strengthen its advocacy and lobbying role to ensure that the development of policy and legislation and regulation amendment contribute towards the sustainability of the community media sector. In her 2024/25 Government Communication and Information System Department Budget Vote address, Minister Khumbudzo Ntshavheni emphasised the need for amendments to relevant sections in the Electronic Communication Act (ECA) to ensure better protection and support for community media to:

- Enable community media to use more advertising to fund their sustainability;
- Protect community media from losing their frequencies and bring parity to the regulations on the renewal of broadcasting licences;
- Enable a seamless and less onerous graduation path of community media to small commercial media, and small commercial media to commercial media; and
- Ensure media diversification through development by reducing the onerous and expensive requirements imposed on community media.



To that end, the MDDA will work with the Department of Communications and Digital Technologies (DCDT) to ensure that the finalisation of the Draft White Paper on Audio and Audiovisual Media Services and Online Content Safety: A New Vision for South Africa is expedited. This will allow for the MDDA Amendment Bill process to align itself with expressions made in the Audio and Audiovisual Media Services and Online Content Safety Policy.

Critical to the sustainability of the sector is the championing of digital transformation and access. The MDDA must play its role in reducing the digital divide to foster equitable access to information across urban and rural communities. To do this, the sector must adapt to the rapid technological changes impacting the media and communications sector. In order to achieve this, the Agency will look beyond its financial support initiatives and collaborate with other stakeholders. The Agency will explore partnerships with technology providers to make access to community media on digital platforms more accessible and affordable. The Agency will also continue facilitating digital skills training programmes, focusing on youth and marginalised communities, to ensure that digital media development is inclusive.

Lastly, the Agency recognises the importance of promoting ethical standards and accountability in the community media sector. For the medium term, the Agency has committed to collaborating with media bodies to create training programmes focused on ethical journalism and accountability. We also hope this initiative strengthens the current mechanisms available to citizens to report and address unethical practices and ensures community media organisations maintain credibility and professionalism.

As the Board we are certain that a strategic focus on these areas will allow the MDDA to play a transformative role in promoting an inclusive, transparent, and resilient media landscape that supports national unity and strengthens democratic values.



PROF HLENGANI MATHEBULA
CHAIRPERSON OF THE BOARD



ACCOUNTING OFFICER'S STATEMENT



This strategic plan marks a decisive moment for the Media Development and Diversity Agency (MDDA). As we set our focus on the next five years, the reaffirms our commitment to shaping a media landscape that is representative, accessible, diverse, transformed, and sustainable in South Africa.

Over the last 30 years, we have navigated periods of tremendous change while remaining committed to our mission of advancing diversity and inclusion in the media landscape in South Africa.

This strategy is more than a roadmap; it is a declaration of intent, a clear path toward meaningful and lasting impact. It reflects our unwavering commitment to a media landscape that is representative, accessible, diverse, transformed, and sustainable.

As the MDDA advances its mandate, our focus remains on supporting the establishment and sustainability of community and small commercial media through grant funding and capacity-building initiatives. However, the evolving challenges facing the sector demand continuous assessment and adaptation of our approach.

The rapid shift toward digitalisation presents both opportunities and challenges, particularly in remote areas where infrastructure, access, and digital literacy remain significant barriers. To address this, we must critically evaluate our funding model and strategic interventions, ensuring they remain effective and responsive to the sector's changing needs.

Sustainability remains one of the biggest challenges facing community media in South Africa. As a strong advocate for long-term viability, the Agency will focus on equipping funded projects with the necessary support to become self-sustaining. This commitment is central to our capacity-building initiatives and future strategic partnerships. From supporting underrepresented voices to leading pioneering initiatives that enhance media accessibility, our efforts have resulted in significant progress and milestones. However, there is still much to accomplish. Over the next five years, we will intensify our work, harnessing new technologies and building strategic partnerships to strengthen our impact and advance our mission.

The MDDA will contribute to the **MTDP Strategic Priority 2: Reducing poverty and addressing the high cost of living**, through the following key outward focused outcomes:

- **Outcome 1:** A sustainable community and small commercial media sector, led by a forward-thinking agency by 2029/30.
- **Outcome 2:** Community media empowered to produce and distribute credible, diverse news and information by 2029/30.

Additionally, the Agency has adopted an internal strategic focus through **Outcome 3: A sustainable and capable agency supporting the fulfilment of its mandate by 2029/30.** This aligns with the **MTDP Strategic Priority 3: Building a capable, ethical, and developmental state.**

To achieve these objectives, we are committed to sound governance practices, innovative solutions, and responsible resource management. Strengthening relationships with current funders and stakeholders while securing new partnerships, is essential to our vision of expanding and sustaining the community media sector. A crucial area of focus will be building and preserving trust within the sector, our partners, stakeholders, and funders.

We extend our gratitude to the Executive Authority and the MDDA Board for their steadfast commitment and continued support of our mandate. Building a strong, cohesive leadership team is our top priority, one that is prepared and capable in guiding the community media sector through an exciting, changing and potentially disruptive media landscape shaped by the Fourth Industrial Revolution (4IR).

This strategic plan sets a vision for the Agency that looks beyond the horizon—anticipating future developments, shifts, and innovations to ensure an inclusive, resilient, and sustainable media sector, where every voice is heard, every community has access, and the media landscape continues to evolve in support of a diverse and democratic society.



MS SHOESHOE QHU
CHIEF EXECUTIVE OFFICER

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- was developed by management under the guidance and support of the Board of the Media Development and Diversity Agency (MDDA);
- takes into account all the relevant policies, legislation, and other mandates for which the MDDA is responsible; and.
- accurately reflects the impact, outcomes and outputs that the MDDA will endeavour to achieve over the 2025/26 – 2029/30 period.

Mr Mzuvukile Kashe
(A) Executive Manager: Sector Development,
Planning, M&E and Research



Signature

Mr Mzuvukile Kashe
Executive Manager: Projects



Signature

Ms. Tintswalo Baadjie
Chief Financial Officer



Signature

Ms. Shoeshoe Qhu
Accounting Officer



Signature

Prof. Hlengani Mathebula
Accounting Authority



Signature

Approved by:

Mr Kenneth Morolong, MP
Deputy Minister in The Presidency



Signature

Ms Khumbudzo Ntshavheni, MP
Minister in The Presidency



Signature

ACRONYMS AND ABBREVIATIONS

4IR	Fourth Industrial Revolution
ACT	Association of Comms and Technology
AI	Artificial Intelligence
ARC	Audit and Risk Committee
AU	African Union
BCCSA	Broadcasting Complaints Commission of South Africa
BCP	Business Continuity Plan
BCMS	Business Continuity Management System
BIA	Business Impact Analysis
CEO	Chief Executive Officer
CSD	Central Supplier Database
DRP	Disaster Recovery Plan
EEA	Employment Equity Act
GCIS	Government Communication and Information Service
GDP	Gross Domestic Product
GNU	Government of National Unity
HPO	High-Performance Organisation
HR	Human Resource
ICASA	Independent Communication Authority of South Africa
ICT	Information and Communication Technology
IoT	(the) Internet of Things
CSCM	Community and small commercial media
MASA	Marketing Association of South Africa
M&E	Monitoring and Evaluation
MDDA	Media Development and Diversity Agency
MOI	Memorandum of Incorporation
MP	Member of Parliament
MTDP	Medium-Term Development Plan
NDP	National Development Plan
NEET	Not in Employment, Education or Training
NT	National Treasury
PCSA	Press Council of South Africa
NAB	National Association of Broadcasters



ACRONYMS AND ABBREVIATIONS

SANEF	South Africa National Editors Forum
SDG(s)	Sustainable Development Goals
SOAR	Strengths, Opportunities, Aspirations and Results (analysis)
SOC	State-Owned Company
SOI	Statement of Intent
SONA	State of the Nation Address
TID	Technical Indicator Description
TPESTRE	Technological, Political, Economic, Social/Cultural, Trust/Ethics, Environmental (analysis)
UGC	User-Generated Content
UK	United Kingdom
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAF	Universal Service and Access Fund





PART A: OUR MANDATE

CONSTITUTIONAL MANDATE

The Media Development and Diversity Agency ("the MDDA") responds to the provisions of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), through its founding legislation, MDDA Act, 2002 (Act No. 14 of 2002), as demonstrated in Table 1 below.

Table 1: MDDA Act response to the Constitutional provision

CONSTITUTIONAL PROVISION		MDDA CONTRIBUTION THROUGH THE EXECUTION OF THE MDDA MANDATE AS DERIVED FROM THE MDDA ACT 14 OF 2002
1.	Section 32: Everyone has the right to access information	Section 1 (vi) asserts that "diversity" with regard to media, means access to the widest range of sources of information and opinion.
2.	Section 15 (1) Everyone has the right to freedom of conscience, religion, thought, belief and opinion	Through Section 3(b) MDDA promotes the freedom for communities to receive and impart information or ideas
3.	Languages – Section 6 (1)(2) (2) Recognising the historically diminished use and status of the indigenous languages of our people, the state must take practical and positive measures to elevate the status and advance the use of these languages	Section 3(b)(i) encourages ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups
4.	Freedom of Expression – Section 16 (1) (a)(b) (1) Everyone has the right to freedom of expression, which includes- (a) freedom of the press and other media.	Through Section 3(a) the MDDA sets out to promote development and diversity in the South African media throughout the country, consistent with the right to freedom of expression as entrenched in section 16 (1) of the Constitution, in particular freedom of the press and other media."

2. LEGISLATIVE AND POLICY MANDATES

2.1 LEGISLATIVE MANDATE

The MDDA is a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA), established by an Act of Parliament (Act 14 of 2002), conferring the mandate to:

- create an enabling environment for media development and diversity that reflects the needs and aspirations of all South Africans;
- redress exclusion and marginalisation of disadvantaged communities and persons from access to the media and the media industry;
- promote media development and diversity by providing support primarily to community and small commercial media (CSCM) projects;

- encourage ownership and control of, and access to, media by historically disadvantaged communities as well as by historically diminished indigenous language and cultural groups;
- encourage the development of human resources and training, and capacity building, within the media industry, especially among historically disadvantaged groups;
- encourage the channeling of resources to the community media and small commercial media sectors; and
- raise public awareness regarding media development and diversity issues. The key concepts in the Agency's mandate that make up its name are defined in the Act as follows:
 - Media: Means all forms of mass communication, including print. publications, radio, television and new electronic platforms for delivering content;
 - Development: Means the development of media and infrastructure so that historically disadvantaged communities and persons have access to media as owners, managers, producers, and consumers of media;
 - Diversity: In the context of media, this means access to the widest range of sources and information, as well as equitable representation within the media in general; and
 - Agency: Refers to the development and diversity agency established by section 2 of the Act.

• Cybersecurity

This Strategic Plan primarily considers the National Development Plan (NDP): Vision 2030 as the national blueprint for growth and development. It ensures South Africa's continental and global alignment through the African Unions (AU) Africa Agenda 2063 and the United Nations (UN) Sustainable Development Goals (SDGs) 2030. Collectively, the NDP, Agenda 2063 and the SDGs have mutually reinforcing agendas for sustainable development. This association can be traced in Table 2 below.

The NDP under the theme "Our future, make it work", envisions a South Africa where each citizen's potential is freed to fully realise their democratic rights and responsibilities. For this to happen, our people's capabilities need to be strengthened, and access to information is critical to ensuring this. Furthermore, development of this Strategic Plan takes cognisance of the Government of National Unity's (GNUs) Statement of Intent (SOI) and the three strategic priorities of the Seventh (7th) Administration's new Medium-Term Development Plan (MTDP), namely:

1. Inclusive growth and job creation;
2. Reduce poverty and tackle the high cost of living; and
3. Build a capable, ethical and developmental state.

By virtue of its role in promoting access to information through the sector, it could be argued that the MDDA's broader role straddles numerous goals or elements thereof that relate to the NDP, SDGs, Agenda 2036 and the MTDP. Table 2 identifies the most pertinent goals that the Agency supports directly in relation to the national, continental and global agenda.

Table 2: MDDA's contribution to the national, continental and global agenda

AGENDA		MDDA CONTRIBUTION
1.	National Development Plan (NDP)	<p>The MDDA mandate aligns with Chapter 15: Transforming Society and Uniting the Country. This must be read in conjunction with the MTDP Strategic Priority 2 contribution below for the primary reason that the MTDP also serves as the implementation framework for the NDP.</p> <p>The NDP states that access to information via print, broadcasting and the internet is vital for building an informed citizenry. It also contributes to education and economic development. The media has an impact on the values that people hold and the lives they aspire to. "Radio, television, film, and the other products of the culture industries provide the models of what it means to be male or female, successful or a failure, powerful or powerless. Media culture also provides the materials out of which many people construct their sense of class, of ethnicity and race, of nationality, of sexuality, of "us" and "them". The outputs of media organisations are not value-neutral. They carry the values and ethos of their owners, the staff and readers.</p>
2.	Medium-Term Development Plan (MTDP)	<p>The mandate of the MDDA is located within Strategic Priority 2: Reduce poverty and tackle the high cost of living and Outcome: Social cohesion and nation-building</p> <p>Out of a range of key actions to drive social cohesion and nation-building stated in the MTPD, the following are the three most pertinent actions that the MDDA contributes to through its mandate:</p> <ul style="list-style-type: none"> • Promote and protect South Africa's diverse languages and cultures; • Promote media diversity and independence; and • Promote the involvement of all key stakeholders in the life of our country, representing civil society, traditional leaders, the faith-based sector, labour, business, cultural workers, sports people and other formations representing diverse interests and voices of our citizens. <p>By providing accurate and balanced reporting on issues related to race, culture, politics, and social justice, the media can assist citizens in understanding the complexities of their society and help to promote social cohesion.</p> <p>Below are ways in which the media contributes to promoting social cohesion in South Africa:</p> <ul style="list-style-type: none"> • Language Diversity • Diverse Representation: • Promoting Dialogue and Debate • Advocating for Social Justice • Community Engagement • Championing Nation-Building Initiatives • Crisis Reporting and Conflict Resolution¹

3.	United Nations (UN) Sustainable Development Goals (SDGs)	<p>MDDA responds to Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.</p> <p>Born to redress the “news deserts” that the apartheid system had created, the Media Development and Diversity Agency is a development agency responsible for providing a voice to those who had no voice in pre-1994 South Africa. The “news deserts” phenomenon refers to communities that lack robust sources of local news and information and are therefore starved of developmental information (Gutsche & Brennen, 2021).</p> <p>With the post-1994 formalisation and institutionalisation of the three-tier broadcasting system in South Africa through the new Broadcasting Act, the central role of community radio stations became that of informing, educating, entertaining, empowering and enhancing access”²</p>
4.	African Union (AU) Africa Agenda 2063	<p>Agenda 2063 is Africa’s development blueprint to achieve inclusive and sustainable socio-economic development over a fifty-year period. Through its mandate, the MDDA responds to Goal 13: Peace, security and stability is preserved, and Priority Area: Maintenance and Preservation of Peace and Security. At the core of this goal is sustainable development, similar to what is envisaged by the SDGs.</p>

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

3.1 INSTITUTIONAL POLICIES

The MDDA has a mature institutional policy environment that, inter alia, underpins its internal controls to regulate its operations. Over the years, these organisational policies have been subjected to periodic audits and the organisation has relentlessly pursued continuous improvement in this regard. This is consistent with the Agency’s intent to maintain positive audit outcomes while ensuring an effective execution of the mandate in a manner that contributes meaningfully to the sector it exists to serve and towards sustaining the Agency. Over the next five years, significant developments are envisaged in relation to policy matters to mitigate the challenges identified and bolster the Agency’s efforts towards implementing its mandate with great effect. Some of the most notable policy development work relates to the following areas:

- Amendment of the MDDA Act;
- Amendment of the Electronic Communications Bill; and
- Grant Funding Policy.

¹<https://ddp.org.za/blog/2023/09/06/the-role-of-the-media-in-promoting-social-cohesion-in-south-africa/>

²<https://grocotts.ru.ac.za/2024/02/15/world-radio-day-reaffirms-the-role-of-community-media-system-as-a-lever-for-access-empowerment-and-development-at-grassroots/>

3.2 INSTITUTIONAL STRATEGIES

The MDDA develops and adopts a range of critical strategies for its business, both strategically and operationally. To this end, the Agency has embarked on reviewing and revising a series of institutional strategies based on insights from various studies, noting the developments associated with the introduction of the MTDP.

These strategies are at varying levels of advancement of review, revision and securing the approval of the Board, as per the internal processes. Principle strategies include:

• **Community Media Sustainability Model**

The Community Media Sustainability Model is a project supported by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Through sustainability research, the MDDA sought to understand more deeply the root causes for the lack of sustainability by the community media and small commercial media sectors, to build on their strengths and develop sustainability strategies that will culminate in a Sectoral (Media) Sustainability Model. The model will be the first in the South African community media sector. The strategic thrust for the sustainability model is “building a resilient and future-forward community and small commercial media sector.”

• **Digital Strategy**

This strategy addresses the widening digital divide between urban and rural communities by empowering community media to undergo digital transformation. It focuses on enhancing the digital capabilities of one hundred (100) community media organisations to ensure their competitiveness and sustainability in the fast-changing digital landscape. Aligned with the MDDA Act No. 14 of 2002, the plan supports the Agency’s mission of fostering innovative, sustainable media through capacity-building, resource allocation, and encouraging the participation of historically disadvantaged communities. Acknowledging the varying levels of digital maturity across these organisations, the strategy categorises them into three tiers—Red, Orange, and Green—based on their readiness for digital adoption, with tailored support to address each group's needs.

Developed collaboratively by the Digital Unit, Research and Training, and Strategy and Monitoring & Evaluation departments, the strategy concentrates on digital skills development (covering digital marketing, search engine optimisation (SEO), and cybersecurity), platform development (including websites, mobile apps, and artificial intelligence (AI) tools), revenue generation (via crowdfunding, membership programs, and partnerships), and the creation of localised content for digital platforms. Utilising channels such as websites, social media, email marketing and streaming services, the strategy incorporates advanced technologies like AI, 5G, and the Internet of Things (IoT) to enhance operational efficiency.

• **Fundraising & Support Strategy**

Insufficient revenue, inadequate skills, and spiraling operating costs are just some of the issues that threaten the sector's survival. They also threaten to undo the gains made by the democratic South Africa in media diversity, freedom of expression, and the right to information.

The Fundraising and Support Strategy is designed to mobilise support that is required as an “injection of support” to assist community projects in becoming self-sustainable. It will serve to provide long-term support for those community projects that service the poorest, most vulnerable, and most economically underdeveloped communities, where revenue generation via traditional means such as advertising is near-impossible.

• **Training and Capacity-Building Strategy**

The Training and Capacity-Building Strategy is designed to remedy the sector's numerous capacity challenges. These challenges have been highlighted by various research projects and sector engagements, including the Community Media Indaba, convened by the Department of Communications (DoC) and coordinated by the MDDA in July 2018.

To ensure the sustainability of the CSCM, corporate governance and compliance challenges need to be addressed. The funding contract developed by the Agency includes a Schedule of Particulars (SOP) that outlines how funds must be disbursed, reporting requirements, project outcomes and implementation timeframes. However, when reporting for the disbursed funds, many beneficiaries struggle to compile satisfactory reports accounting for funds.

Other challenges experienced that need to be addressed are summarised as follows:

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

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

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

• **Research Strategy**

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

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

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

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

• Monitoring and Evaluation Strategy

Monitoring and Evaluation (M&E) has become an indispensable modern management control tool to manage both projects and overall organisational performance. Accordingly, the MDDA's M&E Strategy is formulated to guide the monitoring and evaluation functions to ensure effective and efficient implementation of the programmes of the Agency. It provides role clarity on the location of M&E within the organisation to eliminate duplication and fragmentation of efforts. It is also designed to improve internal collaboration and coordination.

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

4. RELEVANT COURT RULINGS

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

PART B: OUR STRATEGIC FOCUS

5. VISION

Accessible, developmental, diversified, and sustainable community and small commercial media positively impacting the lives of historically disadvantaged communities.

6. MISSION

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

7. VALUES

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

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

8. SITUATIONAL ANALYSIS

8.1. EXTERNAL ENVIRONMENT

The external environment scan is premised on Gartner's TPESTRE analysis in Figure 1 below.

Figure 1: TPESTRE analysis



Source: Gartner

• TECHNOLOGICAL

Community and small commercial media are evolving rapidly, driven by technological advancements and changing audience preferences. Key trends in this space include, but are not limited to the following:

Community Media

1. **Digital Transformation:** Community media outlets are increasingly adopting digital platforms to reach wider audiences. This includes social media, podcasts, and online streaming.
2. **Local Focus:** There is a strong emphasis on hyper-local content that addresses specific community issues and interests.
3. **Sustainability Challenges:** Many community media organisations face financial challenges, often relying on grants, donations, and community support to sustain operations.
4. **Diverse Voices:** Community media often serves as a platform for underrepresented groups, providing a voice for historically marginalised communities.

Small Commercial Media

1. **Digital and Mobile First:** Small commercial media outlets are prioritising digital and mobile platforms to engage audiences who increasingly consume content on smartphones and tablets.
2. **Subscription Models:** To counter declining ad revenues, many are adopting subscription-based models, offering premium content to paying subscribers.
3. **Niche Content:** There's a trend towards producing niche content that caters to specific interests or demographics, helping to build loyal audiences.
4. **Multimedia Integration:** Small commercial media are integrating various forms of media, such as video, audio, and interactive content, to enhance user engagement.

• POLITICS

The start of the 7th administration has heralded a new form of government in the form of the GNU . This multiparty government is governed by the GNU's SOI based on the following key principles:

Respect for the Constitution and the Bill of Rights.

Non-racialism and non-sexism.

- **Social justice, redress, and equity.**
- **Human dignity** and the progressive realisation of socio-economic rights.
- **Nation-building, social cohesion,** and unity in diversity.
- **Peace, stability,** and safe communities, especially for women and children.
- **Accountability, transparency,** and community participation in government.
- **Evidence-based policy** and decision-making.
- **Professional, merit-based, non-partisan public service** that prioritises people.
- Integrity, good governance, and accountable leadership.

Of these key principles, the MDDA mandate is aligned and championed to achieve social justice, redress and equity. Attitudes, institutions and legislation are shifting the political environment. For example, the government's willingness to address the 30% advertising spend, centralised government media buying through the Government Communication and Information System (GCIS) and the debacle of Sentech fees owed by the community and small commercial media sector.

• ECONOMY

The economic outlook for South Africa in 2024 was cautiously optimistic. The following are some of the key considerations:

- **Gross Domestic Product (GDP) Growth:** The GDP growth rate was projected to increase to 1.7% in 2025, with the growth supported by improved investor sentiment and infrastructure investments.
- **Inflation:** Inflation is expected to moderate to about 4.8% in 2024;
- **Fiscal Deficit:** The fiscal deficit is projected to decline to approximately 4.3% of GDP in the 2023/24 fiscal year, thanks to better tax revenue collections;
- **Structural Challenges:** Despite these positive indicators, South Africa continues to face significant challenges, including high unemployment, poverty, and inequality; and
- **Global Risks:** The economic outlook is also influenced by global factors such as geopolitical tensions and slower growth among trading partners.

The National Treasury (NT)'s economic outlook from the 2024 Budget Review makes the following key salient points regarding growth prospects:

- **Revised GDP Growth:** South Africa's 2023 GDP growth estimate is revised down to 0.6% due to power cuts, rail and port issues, and high living costs. The medium-term outlook shows a slight improvement with an average growth forecast of 1.6%;
- **Structural Reforms:** Key reforms in energy, freight logistics, and ports are underway to boost long-term;
- **Inflation and Consumption:** Inflation is expected to moderate from 6% in 2023 to 4.9% in 2024, supporting household consumption. However, high living costs and weak consumer confidence continue to pressure household spending; and
- **Investment and Employment:** Investment growth is slowing, but new energy projects and port investments are expected to support future growth. The unemployment rate has improved but remains high at 31.9%.

The report further highlights the following challenges in the South African economy continues to face, which need to be considered in the context of the role of media development and diversity and the role community media can play in mitigating the social impacts of these challenges:

- **Energy Crisis:** Frequent power cuts due to issues with Eskom, the state-owned electricity supplier, disrupt businesses and daily life, hampering economic growth;
- **Infrastructure Issues:** Problems with rail and port logistics affect the efficiency of trade and transport, impacting the overall economy;
- **High Unemployment:** Despite some improvements, the unemployment rate remains high, at 31.9%, limiting economic potential and increasing social inequality;
- **Inflation and Cost of Living:** Although inflation is expected to moderate, high living costs continue to strain household budgets and consumer confidence;
- **Slow Investment Growth:** Investment growth is sluggish, though new projects in energy and ports offer some hope for future improvements; and
- **Structural Reforms:** While necessary reforms are underway, their implementation and effectiveness are critical for long-term economic stability and growth.

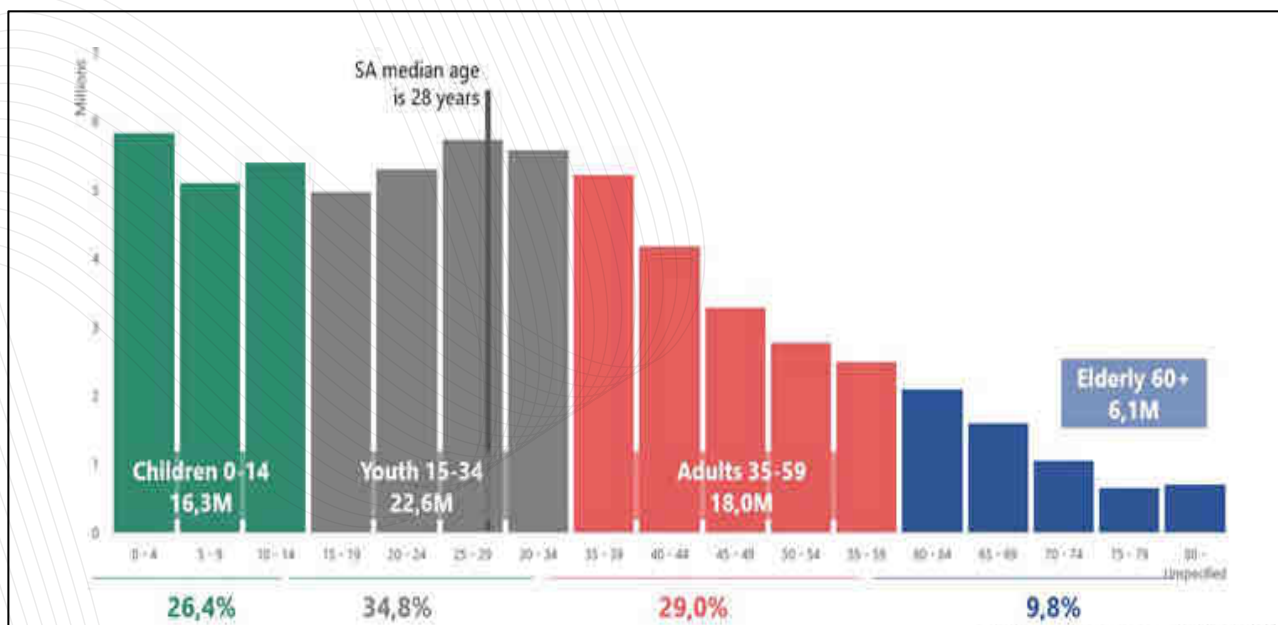
The challenges listed above have a knock-on effect on the community media space and small commercial entities. Some of the impacts that need to be considered when planning include:

- **Funding Constraints:** With the economy growing at a moderate pace, funding from both government and private sectors is limited. This affects the ability of community media to sustain operations and invest in innovative technologies resulting in continued need for support;
- **Operational Costs:** High inflation and energy costs increase the operational expenses for community media outlets; and
- **Audience Reach:** Economic hardships can reduce disposable income, leading to lower advertising revenues and subscriptions. This impacts the financial viability of community media services.

• SOCIAL FACTORS

Demographics: South Africa's population increased from about 40,5 million in 1996 to just over 62 million in , representing an increase of over 21.4 million people in 26 years. Figure 2 below reflects the 2022 statistics:

Figure 2: South African Census,2022



Source: Statistics South Africa

- **Lifestyle:** Media plays a significant role in shaping trends within South African communities. The following are some of the key current trends influenced by media:
- **Digital Transformation:** The number of South African internet users has nearly doubled in the past decade;
- **Community Radio and Social Media:** Community radio stations like Zibonele FM and Bush Radio are leveraging social media platforms to engage with younger audiences. These stations are incorporating user-generated content and citizen journalism into their programming, making them more relevant and interactive;
- **Youth Participation:** Young South Africans are increasingly using social media to shape news and content;
- **Ethical and Innovative Media Consumption:** There is a growing demand for ethical and innovative media content; and
- **Migration to Online Publications:** The media landscape is rapidly shifting towards online publications.

This trend is driven by the need for instant access to news and entertainment, making traditional print media less dominant⁴. These trends highlight the dynamic nature of media in South Africa and its impact on community engagement and information dissemination.

Education: Not in Education, Employment or Training (NEET)

Whilst youth are unemployed, it is critical that they remain engaged through education and training in order to improve their prospects of employability. According to the 2022 SONA, the NEET youth category included an estimated three million individuals with young women being the majority. Community media can make a difference by being a channel that opens up access to information to empower and emancipate this group.

Figure 3: NEET rates by age group 2017-2024



Source: DHET NEET Fact Sheet

Social inequality and inclusion: Community needs and interests, access to technology:

- South Africa has the highest income inequality in the world, with a Gini coefficient of around 0.67.
- Drivers of inequality in South Africa include:
 - High unemployment rate;
 - Low wage earners among those who are employed, in both the formal and informal sector (e.g., non-unionised workers); and
 - Very high incomes at the top end of the income distribution are very high.

TRUST / ETHICS

Community media and broadcasting ethics are evolving rapidly, influenced by technological advancements, regulatory changes, and societal expectations. The Broadcasting Complaints Commission of South Africa (BCCSA) plays a crucial role in maintaining ethical standards in broadcasting through the promotion of the broadcasting code of conduct. Its jurisdiction is limited to public and private radio and television broadcasters who are members of the National Association of Broadcasters (NAB). To ensure that community broadcasters adhere to the same ethical standards and are supported to develop the necessary capacity, membership of the NAB is necessary.

For print, the Press Council of South Africa (PCSA) and the South Africa National Editors Forum (SANEF) plays a similar role by promoting media freedom, ethical journalism, supporting diversity and inclusion, and defending journalists' rights. As part of promoting diversity and inclusion, SANEF supports community media with training in ethical standard amongst other interventions.

PCSA, SANEF and BCCSA by fulfilling their purpose, help maintain trust in the broadcasting and print media industries and ensure that all stakeholders adhere to high ethical standards.



Key trends in media ethics to maintain trust with audiences highlight the importance of the following:

- 1. Transparency and Accountability:** There is an increasing demand for transparency in news reporting and accountability for misinformation. Ethical guidelines are being updated to reflect these expectations;
- 2. Privacy and Respect:** Ethical considerations around privacy, especially in the digital age, are becoming more prominent. This includes respecting individuals' privacy in news stories and avoiding sensationalism; and
- 3. Diversity and Inclusion:** Ethical broadcasting now emphasises the importance of diversity and inclusion, ensuring that minority voices are represented and respected in media content.

• REGULATIONS/LAW

MDDA as a Schedule 3A public entity is regulated under National Treasury (NT) prescripts. The Agency's beneficiaries in community media are also expected to comply with numerous regulations that impact their sustainability. Table 1 below details the regulations impacting MDDA's work.

Table 3: List of regulations that impact MDDA

REGULATION/LAW	IMPACT
Company Law	Company registration requirements, fees, annual reporting.
Independent Communications Authority of South Africa (ICASA)	Community Broadcasting Regulations - ICASA oversees the licensing and regulation of community broadcasters. These regulations ensure that community radio and TV stations serve.
Content Standards	Community broadcasters must adhere to content standards that promote diversity, local content, and public interest programming. This includes avoiding harmful or offensive content and ensuring that programming reflects the needs and interests of the community.
Press Council of South Africa (PCSA)	Press Code - The PCSA enforces a code of ethics and conduct for print and online media, including community newspapers and magazines. This code ensures that publications maintain high standards of journalism, respect for privacy, and accuracy.
Film and Publications Board (FPB)	Classification and Regulation - The FPB regulates the distribution of films, games, and certain publications to protect children from harmful content. Community media must comply with these regulations when publishing content that falls under the FPB's jurisdiction.
Draft White Paper on Audio and Audiovisual Media Services and Online Content Safety	Published in July 2023, the draft White Paper, proposes changes in licensing by providing for: <ul style="list-style-type: none"> • Unified licensing framework; • Tiered licensing system; • Simplified processes; and • Public interest obligation (local content and content safety)
Copyright Amendment Bill and Performers Amendment Bill	<p>The Bills are currently under review by the Constitutional Court of South Africa.</p> <p>The Copyright Amendment Bill seeks to serve better educators, writers, researchers and people with disabilities whilst protecting artists.</p> <p>The Performers Protection Amendment Bill seeks to protect the moral and economic rights of performers, including actors, musicians and dancers.</p>

• ENVIRONMENT

South Africa has developed several long-term strategies to address climate change, focusing on reducing emissions and transitioning to a low-carbon economy. Here are some key elements:

Climate Change Act 22 of 2024: This Act aims to develop an effective climate change response and facilitate a just transition to a low-carbon and climate-resilient economy.

Low Emission Development Strategy 2050: This strategy outlines South Africa's plan to reduce greenhouse gas emissions and promote sustainable development by 2050.

Just Transition Framework: South Africa is working on a just transition framework to ensure that the shift to a low-carbon economy is fair and inclusive, creating new economic opportunities such as green hydrogen and electric vehicles.

National Climate Change Response White Paper: This document sets out strategic priorities, including risk reduction, mitigation actions, sectoral responses, and policy alignment to achieve the national climate change response objectives.

Role of Community media and small-scale commercial media in the climate change agenda.

The following roles make community media a powerful tool in the fight against climate change, especially at the grassroots level:

- **Raising Awareness:** Local media can educate communities about the causes and effects of climate change, making the issue more relatable and understandable³;
- **Promoting Local Solutions:** By highlighting local initiatives and success stories, community media can inspire action and show practical ways to mitigate climate change⁴;
- **Providing a Platform for Dialogue:** Community media can facilitate discussions between residents, local leaders, and experts, fostering a collaborative approach to climate action⁵; and
- **Combating Misinformation:** Local media can help debunk myths and misinformation about climate change, ensuring that the community has access to accurate information⁶.

8.2 INTERNAL ENVIRONMENT

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

Considering the changing media landscape, including the migration to digital, the structure has been reviewed to provide internal capacity that strengthens its ability to deliver on its mandate and the evolving requirements of the media landscape. Such changes will potentially elevate the accountability of various programmes, as well as include expertise to guide and direct the MDDA's strategic and policy-making role. The organisation is composed of five programmes, that make up its operations that enable the efficient delivery of services; enabling the organisation to meet and exceed its performance targets:

³ Five ways media and journalists can support climate action whilst tackling misinformation (UN News)

⁴ The media at the center of fighting climate change (the Kenan institute of ethics at Duke University)

⁵ Media and information literacy: A prerequisite for stimulating climate change engagement (UNESCO)

⁶ "...And action: How media can address climate change in the countries most affected (BBC.com)

PROGRAMME 1: ADMINISTRATION & GOVERNANCE

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

PROGRAMME 2: GRANT & SEED FUNDING

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

PROGRAMME 3: PARTNERSHIPS, PUBLIC AWARENESS & ADVOCACY

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

PROGRAMME 4: SECTOR DEVELOPMENT & OUTREACH

The Agency has developed capacity-building programmes, which aim to provide community and small commercial media with the necessary skills. This is in response to the objective focused on “encourage[ing] the development of human resources, training and capacity building within the media industry, especially amongst historically disadvantaged groups”, as outlined in the MDDA Act of 2002.

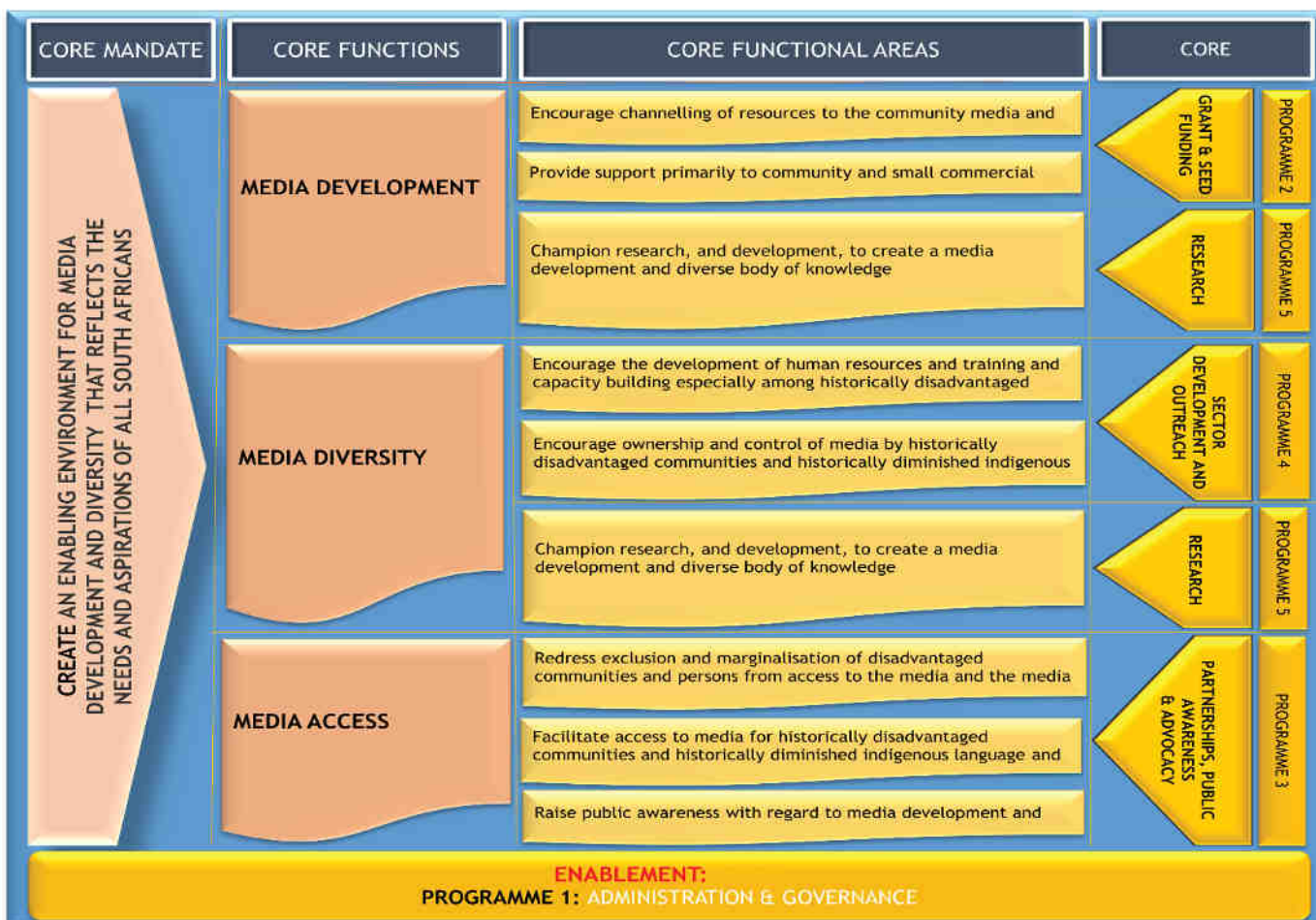
PROGRAMME 5: RESEARCH

The purpose of this programme is to champion research and development to create a media development and diverse body of knowledge. This is in response to the lack of research and information specific to the sectors that inform programme development and strategic focus, e.g., limited information on the number of indigenous language newspapers in South Africa, and the number of readers of such newspapers.

In executing its core mandate, the operational framework of the Agency is configured as depicted in Figure 4 below.



Figure 4: MDDA's Operational Framework



Source: Adapted from the MDDA's mandate

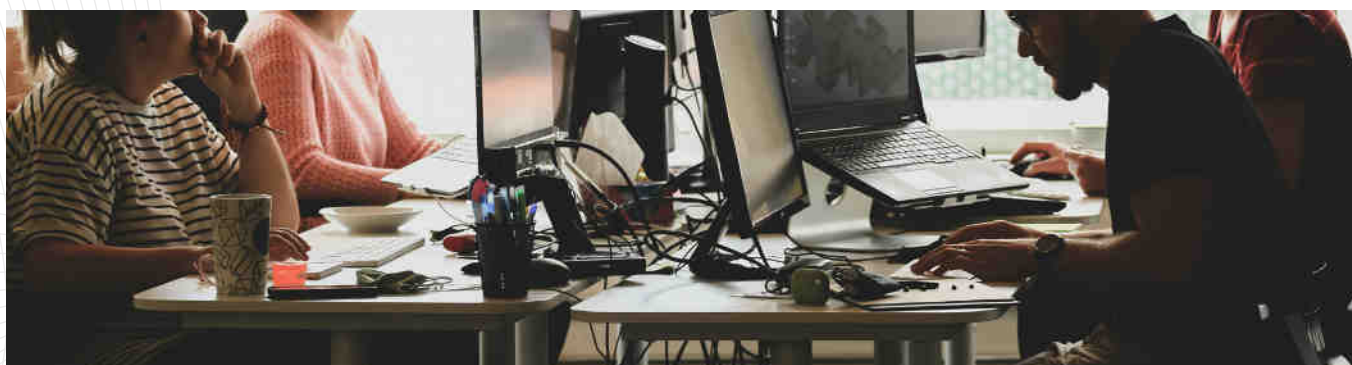
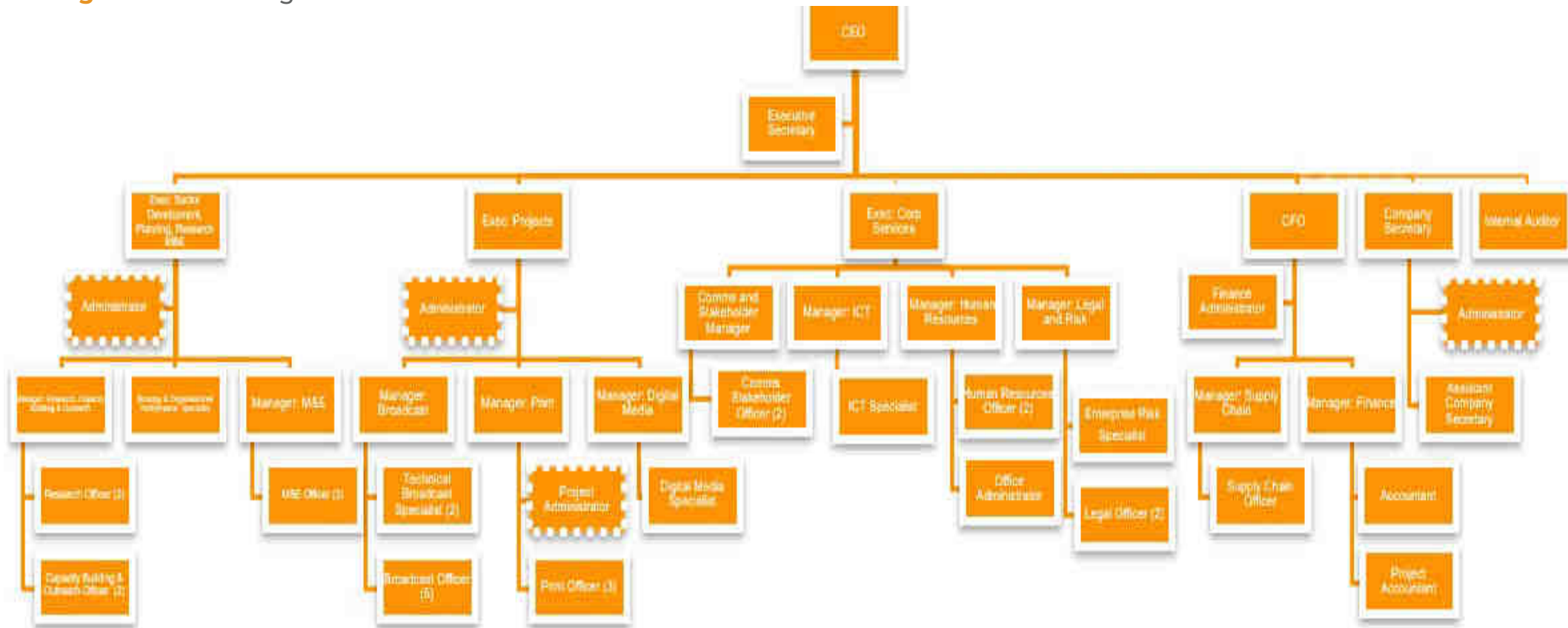


Figure 5 below illustrates the current approved organisation-wide structure of the MDDA.

Figure 5: MDDA organisational structure



8.2.1 SOAR ANALYSIS

Through the lens of the Strengths, Opportunities, Aspirations and Results (SOAR) analysis, focus is directed primarily on the strengths and opportunities necessary for the desired long-term results.

1. Strengths

- Understanding of the community media sector. MDDA works with communities on an ongoing basis;
- Uncontested mandate: The Agency receives its mandate through the Constitution, MDDA Act and the Electronic Communication and Transaction Act (ETA). MDDA was formed to right the wrongs of the past: censorship, and propaganda; and
- New ideas: The organisation enjoys synergy through its improved processes and new team players.

2. Opportunities

- Sector boom: New technologies in the media space give opportunities to various role players, including community stations. MDDA needs to work with entities willing to move on these initiatives.
- Digital Media Platform: Consider models such as the one in the United Kingdom (UK) where there is a platform to coordinate media buying by government.
- Digital Fund: Further investigation is required to tap into the digital fund as the Agency embarks on digital transformation.
- Opportunity for an initiative to create a Central Supplier Database (CSD) interface for the CSCM sector.
- Community players in this sector could enjoy better revenue if positioned correctly.
- MDDA is engaging relevant parties/entities to gather information by conducting research, including audience measurements.
- Print Opportunities still exist such as publishing children's books, publishing and printing the organisations annual reports, and promoting publications in indigenous languages and dialects especially in the most remote areas of our country. Other countries in the Southern Hemisphere, such as Brazil, still enjoy growth in the print sector.

3. Aspirations

- Own the space and be the leader in community, small commercial media as mandated by a number of Acts.
- Advocate for advertising in community media to contribute to their financial sustainability and minimize overreliance on the MDDA.

4. Results

An organisation that is sustainable in its operations, include the implementation of its programmes, in communities across South Africa.

8.2.2 ORGANISATIONAL CAPACITY

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

The MDDA has a staff complement of 38 employees who operate in the structure shown in Figure 5 above with a current vacancy rate of 16%, as at 31 October 2024.

All operations of the MDDA are centralised at the head office in Auckland Park, Johannesburg without any regional offices at this point. The Agency has seven fully cross-functional business units in place to meet its mandate of service delivery requirements nationally.

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

8.2.3 GOVERNANCE

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

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

The Agreement is based on mutual respect and understanding between the Minister in The Presidency and the MDDA Board. It is aimed at achieving a proper balance between the freedom to manage the MDDA, transparency in the management of the MDDA and accountability to the Minister.

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



8.2.4 HUMAN CAPITAL MANAGEMENT

The Agency is focusing on the following priority areas:

- Assessing whether the current staff have the skills and capacity to handle the growing demands of the media landscape;
- Ongoing training, capacity-building programmes, and mentorship opportunities in order to enhance staff competencies, particularly in digital media and regulatory affairs;
- Talent management and retention. This will be done through the adoption of various strategies (e.g., clear career progression plan and employee recognition programs);
- Fostering a strong organisational culture which is key to driving high performance, promoting ethical behaviour, ensuring integrity, embracing accountability and commitment to improved service delivery for the small commercial and community media sector; and
- Emphasising workforce diversity and expertise.

Influence on Success:

A positive organisational culture as well as adequate and well-trained human resources will directly affect the MDDA's ability to implement its programmes and meet its mandate. The MDDA's Human Resources (HR) department operates as a critical business partner within the organisation to maximise its contribution to, and alignment with, the strategic direction of the business. It needs to add true business value by offering a suite of professional services, expertise, and advice, duly underpinned by effective risk management and legislative compliance, to ensure the efficient and effective management of the MDDA's workforce challenges.

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

8.2.5 EMPLOYMENT EQUITY

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

Figure 6 below captures the MDDA's staffing patterns between the first two quarters of the 2024/25 financial year.

Figure 6: MDDA staff movements between Q1 and Q2: 2024/25 financial year

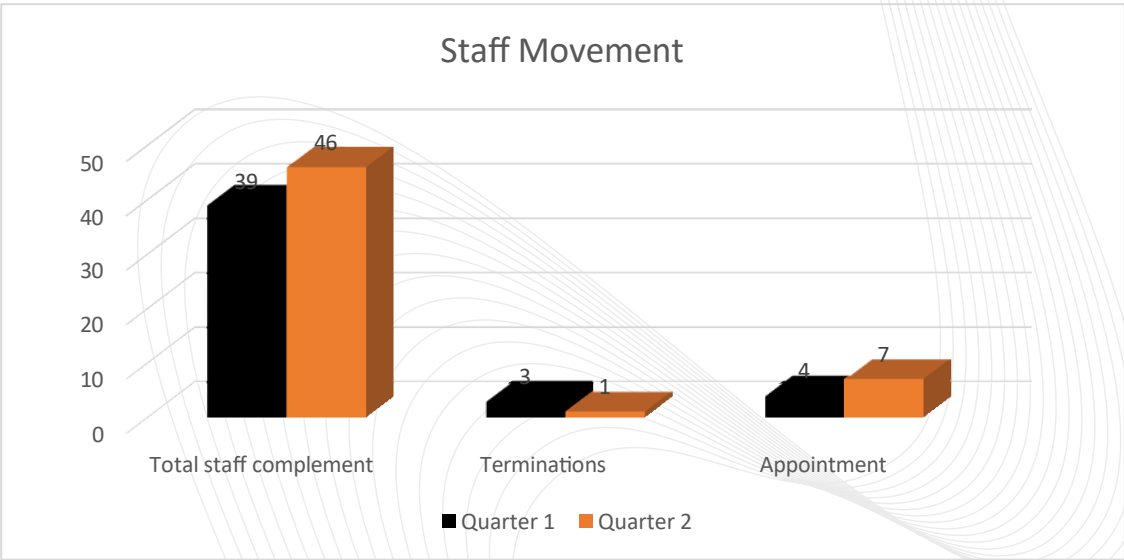


Table 2 below provides the breakdown of the staff complement across occupational and skills levels

Table 4: MDDA staffing breakdown in Q2 -2024/25 financial year

Occupational Levels	Approved Headcount	Permanent	Short Term and Secondment
Top Management	5	3	0
Management	11	8	1
Professionally Qualified	33	22	4
Skilled Level	5	5	0
Semi-skilled	1	0	2
TOTAL PERMANENT	55	38	7

8.2.6 INFORMATION AND COMMUNICATION TECHNOLOGY

• Technology systems

The MDDA is digitalising and automating some of its primary operations in a staggered approach, leveraging its internal technical skills to continually improve its operational efficiencies. This entails, among other interventions, crucial investment in up-to-date software, data management solutions, and digital communication tools to help streamline workflows and decision-making processes. Ensuring that the MDDA has a well-maintained and innovative ICT department will allow for better oversight and engagement with beneficiaries.

• Cybersecurity

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

• Digitalisation or digital transformation

The environmental scan highlights two key trends: a) community media outlets are increasingly adopting digital platforms, such as social media, podcasts, and online streaming, to reach wider audiences, and b) small commercial media outlets are prioritising digital and mobile platforms to engage audiences who increasingly consume content on smartphones and tablets.

The MDDA has adopted its inaugural board-approved Digital Strategy for 2024-2028 to respond effectively to these sector developments. Whilst the primary focus is on empowering the sector, this is matched by an inward focus to improve the Agency's own digital transformation. This is consistent with improving the efficiencies of state institutions and is a crucial pathway to change in respect to the MDDA's first Outcome: "A sustainable community and small commercial media sector led by a future-forward Agency by 2029/30." We place a premium on the Agency being future-forward so that it is equipped to respond effectively to the needs of the industry it exists to serve.

Key performance indicators (KPIs) have been identified as an unwavering commitment to entrenching the digital transformation agenda within the sector and the Agency. They include tracking progress in digital skills, platform management, and revenue growth. A risk management framework, on the other hand, addresses potential threats like cybersecurity risks and financial constraints. Collaboration with technology companies, educational institutions, and other stakeholders will provide crucial resources and expertise to support this digital transformation.

• Records management

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

• Influence on Success

Leveraging ICT effectively will improve the MDDA's operational capacity, project implementation, and monitoring and evaluation (M&E).

8.2.7 Finance

The MDDA relies on funding levied from broadcasters, the Universal Service and Access Fund (USAF) levy, government funding and interests from short-term deposits with the Reserve Bank. The funding from government is insufficient to cover administration costs, resulting in overreliance on revenue from the (USAF) levy which should be focused on funding beneficiaries. There is a need for the agency to secure additional resources through fundraising and partnerships. Exploring alternative funding streams, such as public-private partnerships or international donor support, could improve the agency's financial sustainability. Potential financial risks, such as fluctuations in funding, increased project costs, or delays in disbursements, need to be assessed.

• Influence on Success

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

Table 5: MDDA expenditure per programme

R thousand	Audited outcome			Approved budget	Medium - term estimate		
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Administration	34,13	34,697	38,809	35,527	38,767	40,552	42,459
Community media and small commercial media	77,807	113,737	66,386	57,038	57,534	57,296	57,066
Partnerships, public awareness and advocacy	–	1,221	1,725	4,751	3,404	3,56	3,805
Sector development & Outreach	2,5	315	1,685	4,488	4,699	4,915	5,159
Research	4,385	1,5	10,198	6,46	6,762	7,073	7,45
Total expense	118,822	151,47	118,803	108,264	111,166	113,396	115,939

Table 6 below depicts the MDDA's projected budget over the MTEF period based on indicative budget allocations while awaiting the final allocation figures.

Table 6: Financial projections to support the implementation of the Strategic Plan

Statement of Financial Performance	Audited Outcome			Approved Budget	Medium-Term Estimate		
R thousand	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Revenue							
Non-tax revenue	3,868	5,224	6,738	5,365	5,617	5,875	6,171
Other non-tax revenue	3,868	5,224	6,738	5,365	5,617	5,875	6,171
Transfers received	100,816	123,443	108,24	102,899	105,549	107,522	109,768
Total revenue	104,684	128,667	114,978	108,264	111,166	113,397	115,939
Expenses							
Current expenses	54,999	55,269	59,280	59,722	62,528	65,405	68,631
Compensation of employees	35,201	36,994	34,727	41,585	41,887	43,813	45,982
Goods and services	19,797	17,74	24,553	18,137	20,641	21,592	22,649
Transfers and subsidies	63,822	96,201	59,523	48,542	48,638	47,992	47,308
Total expenses	118,821	151,47	118,803	108,264	111,166	113,397	115,939
Surplus/(Deficit)	-14,137	-22,803	-3,825	–	–	–	–

• Stakeholders

The agency needs to build strong relationships with key stakeholders, including government departments like the Department of Communications and Digital Technologies (DCDT), agencies like the Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA), skills fund, media organisations, civil society, industry bodies like the Marketing Association of South Africa (MASA) and Association of Comms and Technology (ACT) as well as international partners.

Maintaining open and ongoing communication channels with all relevant parties, as well as providing appropriate support where required, will build trust and ensure the agency's programs are relevant and impactful.

As a statutory body, the MDDA operates within a regulatory environment, and alignment with national policies is crucial.

Influence on Success

Positive stakeholder relationships will enable the MDDA to secure necessary support, funding, and advocate for CSCM to meet its objectives.

PART C: MEASURING OUR PERFORMANCE

9 INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

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

9.1 MEASURING THE IMPACT

PURPOSE	A sustainable and diversified community and small commercial media sector that empowers the citizenry to access information at a community level in the language of choice.
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9.2 MEASURING OUTCOMES

MEDIUM-TERM DEVELOPMENT PLAN PRIORITY			Priority 2: Reduce poverty and tackle the high cost of living	
OUTCOME	OUTCOME INDICATOR		OUTCOME INDICATOR BASELINE	FIVE YEAR TARGET (MARCH 2029/30)
1. A sustainable community and small commercial media sector led by a future-forward agency by 2029/30	1.1	Number of community media practitioners capacitated	250	200
	1.2	Number of community and small commercial media supported to digitalise	23 community media	100 community media
	1.3	Percentage of organisations capacitated with basic digital media skills	20% annually	100% (the aim is to train all 100 organisations)
	1.4	Percentage reduction in repeat funding.	None - new project supported	10% reduction in repeat funding
2. Capacitated community media in credible and diverse news and information generation and dissemination by 2029/30	2.1	Number of training in content generation and fact-checking	Development of a content hub produced within the community media ecosystem	Digital content hub
	2.2	Percentage of content/programme production funding	Funding for thematic areas	10% of the overall budget for funding.
	2.3	Number of community media and small commercial media projects trained in ethics and disinformation	Workshops to train community-based journalists in media ethics	5

MEDIUM-TERM DEVELOPMENT PLAN PRIORITY			Priority 3: Capable, ethical, developmental state	
OUTCOME	OUTCOME INDICATOR		OUTCOME INDICATOR BASELINE	FIVE YEAR TARGET (MARCH 2029/30)
3. A sustainable and capable	3.1	Percentage improvement in funding	Implementation of funding strategy	5% fundraising

MEDIUM-TERM DEVELOPMENT PLAN PRIORITY		Priority 3: Capable, ethical, developmental state	
OUTCOME	OUTCOME INDICATOR	OUTCOME INDICATOR BASELINE	FIVE YEAR TARGET (MARCH 2029/30)
agency in support of the delivery of the MDDA mandate by 2029/30	3.2	Number of staff satisfaction surveys conducted	Results of an internal survey on staff satisfaction conducted in February 2020
	3.3	Percentage of positive stakeholder satisfaction achieved	Approved stakeholder engagement policy
	3.4	Level of organisation-wide risk maturity achieved as per the MDDA Risk Maturity Assessment Framework, comprising the following four maturity levels: <ul style="list-style-type: none">• Level 1: Basic• Level 2: Emerging• Level 3: Mature• Level 4: Advanced	Unqualified audit report with no major findings in 2020/21
			Minimum 75% staff satisfaction
			Min 70% of stakeholder satisfaction
			Level 4: Advanced

9.3 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

In executing our mandate, the MDDA facilitates ownership and control of the media by historically disadvantaged communities as well as access to information through diverse media platforms to achieve the link between its mandate, the SOI, NDP and the MTDP (refer to Figure 7 below). Furthermore, the MDDA promotes the freedom for communities to receive and impart information and ideas in their own languages, thereby contributing to preserving indigenous languages, and the reduction of inequality. This is directly linked to the key goals of Chapter 15 of the National Development Plan which focuses on "Transforming Society and Uniting the Country." This chapter focuses on a vision of creating a prosperous, non-sexist, non-racial, and democratic society; and the key values highlighted in this chapter are deeply rooted in South Africa's Constitution.

Table 7: Alignment of MDDA Outcomes to SOI, NDP and MTDP

STATEMENT OF INTENT	NDP	MTDP	MDDA OUTCOMES
8. Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.	Ch15. Transforming society and uniting the country <ul style="list-style-type: none"> • Nation Building • Economic Growth • Social Transformation 	<u>Strategic Priority 2:</u> Reduce Poverty and tackle the high cost of living Outcome: Social Cohesion and Nation Building <ul style="list-style-type: none"> • Promoting media diversity and independence 	<ul style="list-style-type: none"> • A sustainable community and small commercial media sector led by a future-forward agency • Capacitated community media in credible and diverse news and information generation and dissemination
5. Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals.	Ch13. Building a capable and developmental state	<u>Strategic Priority 3:</u> A capable, ethical and developmental state	A sustainable and capable agency in support of the delivery of the MDDA mandate

The main goals of Chapter 15 include:

- Nation Building: Promoting economic and social inclusion, social cohesion, and implementing redress measures;
- Economic Growth: Building a virtuous cycle of confidence and trust, leading to a growing economy and broadening opportunities; and
- Social Transformation: Addressing historical injustices and ensuring that all South Africans can participate fully in the country's development.

The chapter emphasises the importance of unity and transformation in achieving these goals, aiming to create a society where everyone has the opportunity to thrive.

Aligning the MDDA mandate to the MTDP's Strategic Priority 2 for the 2025-29 Strategic Planning, we continue to invest our focus in improving media access and diversifying ownership for marginalised communities through sharing reliable information and experts at a local level. Under this priority, our direct investment is in promoting social cohesion and nation-building identified as one of the common areas of the combined manifestos necessary for reducing poverty and tackling the high cost of living. Further to supporting media access and diversity as part of social cohesion and nation-building, our current and future beneficiaries whom we see as an extension of the organisation and communities they are located in, will be supported to improve performance and compliance with best practice in media including ethical journalism and operating transparent and accountable institutions. With this strategic focus, the work of the MDDA in this term aims to deliver outcomes directed at the following:

- Sustainable community and small commercial media; and
- Capacitated community media practising ethical journalism.

The Agency's outcome 3: a sustainable and capable agency contributes to Strategic Priority 3 of the MTDP which relates to building a capable, ethical and developmental state. For the state to build the necessary capacity requisite to achieve the strategic priorities laid out in the MTDP, it relies on individual state institutions to build their own capabilities.

OUTCOME 1: A sustainable community and small commercial media sector led by a future-forward agency by 2029/30

The sustainability of beneficiary media properties is critical to realising the desired impact as articulated in the impact statement. Considering the operating environment and economic growth challenges being faced, that constrain budgets for development, the annual disbursements that continually fund the same beneficiaries have led to limited or no new beneficiaries being supported. Contributing factors to this situation include both internal and external elements that need to be addressed to bring about the sector sustainability through development work and not dependency. Towards this end, we aim to commence with the implementation of the capacity-building strategy that will assist beneficiary stations and publications to acquire the necessary competencies to run their operations optimally. We aim to support nineteen (19) community media operations to digitalise, in addition to enhancing human capacity, technological advancements and other interventions to tackle sustainability challenges.

Finally, as current beneficiaries become self-sustaining, we will begin to address the repeat funding challenge that has built dependency, by targeting to increase the new beneficiaries as a percentage of the total annual award.

OUTCOME 2: Community and small commercial media capacitated in credible and diverse news and information generation and dissemination by 2029/30

A key responsibility of the MDDA is continuous capacity development in technical and governance areas to ensure quality service to audiences of beneficiary stations and publications. As we continue with this responsibility, we have taken into consideration the emergent risk profile from increased use of social media and other information-sharing technologies that are tempering with the integrity of information shared. To uphold high broadcasting and publishing ethical standards as part of strengthening community media, our effort will focus on training to improve the quality of content generation, production, and ethics and misinformation. To achieve improved content generation, we aim to establish a digital content hub to support community and small commercial stations with an accessible resource to improve the reliability of the content they air. The last and most critical will be the national rollout of training in ethical reporting and combatting misinformation. This is critical not only in ensuring quality and ethical reporting but also in protecting against litigation.

OUTCOME 3: A sustainable and capable agency in support of the delivery of the MDDA mandate by 2029/30

As an agency tasked with delivering the mandate on development and diversity in the community media sector, MDDA operations must be effective and efficient, in order to meet the needs of client beneficiaries, communities, shareholders, funders and other stakeholders. This outcome is focused on the internal operating environment, which is concerned with the capacity and well-being of employees, contentment of stakeholders and governance.

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

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

10. KEY RISKS

OUTCOME	KEY RISK	RISK MITIGATION
1. A sustainable community and small commercial media sector led by a future - forward agency by 2029/30	<ul style="list-style-type: none">• Media industry demand - supply risk• Digitalisation impact on operations• Impact of audience preferences shifting to digital• platforms	<ul style="list-style-type: none">• Review grant or funding strategies• Navigating different media platforms and switching from the traditional broadcasting spectrum.

	Technological disruption (new technology) due to consumers switching from traditional media to new electronic media.	
	Lack of support to channel government spend on CSCM platforms.	Collaborate with the sector to lobby for the ring-fencing of government communication and information service budget for the CSCM sector.
	Non-compliance with CSD requirements to unlock government support.	<ul style="list-style-type: none"> • Create awareness regarding government procurement and the CSD • Assist the sector to ensure compliance and register on CSD
	Exorbitant transmission service fees leading to fledgling sector operators to default on payment and risk being switched off by Sentech.	Lobby for legislation to unlock government support.
	Inability to retain skill and talent in the sector.	Training and support .
	Lack of relevant sector insights regarding the changing dynamics affecting the sustainability of the sector.	Investment in ongoing research specifically on sector sustainability and creative solutions.
	Misalignment between the MDDA and ICASA mandates relating to servicing the CSCM sector.	<ul style="list-style-type: none"> • Lobby for legislation to unlock government support and/or reduced licence costs • Establish Stakeholder engagement between MDDA and ICASA to promote alignment of mandates.
	Inability to increase the universal service fund levy.	Lobby for legislation to unlock government support and/or reduced licence costs
	Existential threat to newspapers due to increasing dominance of electronic media platforms.	Training and support.
	Threat of competition from User-Generated Content (UGC) in the social media influencer era.	Training and support implemented.
2. Community and small commercial media capacitated in credible and diverse news and	Lack of skills in gathering accurate and credible news	Training and support implemented
	Unethical behavior in gathering and/or disseminating false or fake news or embarking on misinformation .	Promote compliance with the relevant regulatory bodies such as ICASA as well as an best practices.

information generation and dissemination by 2029/30	Overreliance on secondary sources of news and information.	Establish a digital content hub.
	Dominance of more influential voices as a threat to plurality of voices and opinions to facilitate better informed choices and decisions.	Training and support implemented.
	Lack of or inadequate digital platforms to disseminate news efficiently catering to dynamic target audience needs and tastes.	Training and support implemented.
	Exorbitant data costs impeding access to news and information for economically marginalised communities, especially in the rural areas.	Lobby for legislation to unlock government support and/or reduced licence costs.
3. A sustainable and capable agency in support of the delivery of the MDDA mandate by 2029/30	<p>Financial sustainability risk:</p> <ul style="list-style-type: none"> • Non-regulated fundraising models (print media) • Non- flexible fundraising methods to be competitive • Under-resourced fundraising unity • Lack of regulations concerning the print and digital media grant (funding agreement in place) • Budget cuts by the National Treasury. 	<ul style="list-style-type: none"> • MDDA Communications and Stakeholder Engagement Policy • Fundraising strategy (lobbying and partnerships) • Use of interest earned from surplus funds • Predictive fundraising models • More robust fundraising methodologies • Conduct a cost-saving assessment (by an independent body).
	<p>Human capital risk:</p> <ul style="list-style-type: none"> • Staff not skilled for future operations due to limited development and professional support • Lack of scarce skills in the job market • Low staff morale leading to marginalised productivity • Poor facilities and obsolete tools of trade 	<ul style="list-style-type: none"> • Human Resources Policy and Procedure Manual • MDDA Performance Information Policy and Procedures Manual • Employee wellness programmes and Hybrid Work Policy • Incentive programme linked to performance • Training, development and professionalisation linked to employee roles and development

information generation and dissemination by 2029/30	Overreliance on secondary sources of news and information	Establish a digital content hub
	Dominance of more influential voices as a threat to plurality of voices and opinions to facilitate better informed choices and decisions.	Training and support implemented.
	Lack of or inadequate digital platforms to disseminate news efficiently catering to dynamic target audience needs and tastes.	Training and support implemented.
	Exorbitant data costs impeding access to news and information for economically marginalised communities, especially in the rural areas.	Lobby for legislation to unlock government support and/or reduced licence costs.
3. A sustainable and capable agency in support of the delivery of the MDDA mandate by 2029/30	<p>Financial sustainability risk:</p> <ul style="list-style-type: none"> • Non-regulated fundraising models (print media) • Non- flexible fundraising methods to be competitive • Under-resourced fundraising unity • Lack of regulations concerning the print and digital media grant (funding agreement in place) • Budget cuts by the National Treasury. 	<ul style="list-style-type: none"> • MDDA Communications and Stakeholder Engagement Policy • Fundraising strategy (lobbying and partnerships) • Use of interest earned from surplus funds • Predictive fundraising models • More robust fundraising methodologies • Conduct a cost-saving assessment (by an independent body) .
	<p>Human capital risk:</p> <ul style="list-style-type: none"> • Staff not skilled for future operations due to limited development and professional support • Lack of scarce skills in the job market • Low staff morale leading to marginalised productivity • Poor facilities and obsolete tools of trade 	<ul style="list-style-type: none"> • Human Resources Policy and Procedure Manual • MDDA Performance Information Policy and Procedures Manual • Employee wellness programmes and Hybrid Work Policy • Incentive programme linked to performance • Training, development and professionalisation linked to employee roles and development.

	<p>Ineffective records management.</p> <ul style="list-style-type: none"> • Ineffective records management policy and strategy • Loss of computer hardware with organisational data • Unauthorised access to the organisation's ICT and physical records management environment 	<ul style="list-style-type: none"> • Review Data Recovery Policy and Data Retention Plan • Develop Records Management Policy • Review Change Management Policy • Review Compliance Management Policy • Develop Knowledge Management Policy.
	<p>Fraud and corruption risk:</p> <ul style="list-style-type: none"> • Leakage of information and non-adherence to organisational values • Non-disclosure of conflict of interest and/or collusion • Inadequate access controls • Inadequate system design • Non-compliance to regulatory requirements and prescripts. 	<ul style="list-style-type: none"> • Review of policies, strategies and plans • Navigating different media platforms and switching from the traditional broadcasting spectrum • Maintain declaration of interest tools (gift register).

11. PUBLIC ENTITIES

None

PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Indicator Title	1.1 Number of community media practitioners capacitated
Definition	The organisational performance analysis measuring the extent to which implementation targets set in the Training & Capacity-building Strategy for the five-year cycle were achieved for the specific period ending in March 2030.
Source of data	M&E report tracking the implementation of set targets.
Method of Calculation (Quantitative) / Assessment (Qualitative)	Basic count: Number of practitioners capacitated.
Assumptions	The resources earmarked for the implementation of the strategy will be available as planned over a multi-year period.
Reporting Cycle	Quarterly
Desired performance	To effectively empower targeted beneficiaries to start and/or maintain sustainable CSCM businesses that advance the implementation of the MDDA mandate.
Indicator responsibility	Executive Manager: Sector Development, Planning, M&E and Research.

Indicator Title	1.2 Number of community and small commercial media supported to digitalise
Definition	Provide digital support to diverse media platforms owned and controlled by communities or small independent publishers in order for them to make optimal use of digital and social media to enhance communities' access to the media.
Source of data	Five (5) year digital strategy.
Method of Calculation (Quantitative) / Assessment (Qualitative)	Basic count: Projects provided with digital support.
Assumptions	Adequate funding available and MDDA projects team fully capacitated.
Reporting Cycle	Annually
Desired performance	Sustainable digital media accessible to disadvantaged communities.
Indicator responsibility	Executive Manager: Projects.

Indicator title	1.3 Percentage of organisations capacitated with basic digital media skills
Definition	This indicator measures the proportion of organisations that have received training in basic digital media skills, including social media management, digital content creation, and online marketing.
Source of data	Training records and or attendance logs from training sessions

Method of Calculation/Assessment	The number of organisations trained divided by the total number of organisations targeted for training multiplied 100.
Assumptions	Adequate funding available.
Reporting cycle	Annually
Desired performance	Achieve a training rate for targeted organisations.
Indicator responsibility	Executive Manager: Sector Development, Planning, M&E and Research.

Indicator Title	1.4 Percentage reduction in repeat funding
Definition	The output indicator for percentage reduction in repeat funding measures the effectiveness of initiatives aimed at reducing the need for repeated financial support. This indicator helps organisations assess the impact of their programmes in reducing dependency on repeated financial aid.
Source of data	Applications received from projects that have never been funded by the MDDA, with a focus on provinces where the MDDA does not have a large footprint.
Method of Calculation (Quantitative) / Assessment (Qualitative)	Percentage Reduction= Previous Funding minus current Funding divided by Previous Funding multiplied by 100.
Assumptions	Adequate funding available and MDMA projects team fully capacitated.
Reporting Cycle	Annually.
Desired performance	Increase MDMA footprint.
Indicator responsibility	Executive Manager: Projects.

Indicator Title	2.1 Number of training in content generation and fact-checking
Definition	This indicator measures the total number of training sessions conducted to improve skills in content generation and fact-checking.
Source of data	Training programmes, register of delegates and/or progress reports.
Method of Calculation (Quantitative) / Assessment (Qualitative)	The total number of training sessions is calculated by counting all the sessions conducted within the reporting period. Each session is counted once, regardless of the number of participants.
Assumptions	Adequate funding available for training.
Reporting Cycle	Annually
Desired performance	Achieve an average improvement of at least 20% in content generation and fact-checking skills per training session.
Indicator responsibility	Executive Manager: Sector Development, Planning, M&E and Research

Indicator Title	2.2 Percentage of content/programme production funding
Definition	<p>Provide financial support to community and small commercial media projects to develop content, focusing on different creative fields such as media, journalism, filmmaking, literature, music, or digital content.</p> <p>Grants may cover a range of production costs, including research, development, equipment, personnel, and post-production work.</p>
Source of data	Application forms, initial screening reports, project justification reports, board resolutions, grant agreements, tranche payments, and progress reports.
Method of Calculation (Quantitative) / Assessment (Qualitative)	The total number of applications approved by the board, divided by the total number of qualifying applications received multiplied by 100.
Assumptions	Adequate funding available and MDDA projects team fully capacitated.
Reporting Cycle	Annually
Desired performance	Content or programme that meets high standards of quality and align with the intended theme
Indicator responsibility	Executive Manager: Projects.

Indicator Title	2.3 Number of community media and small commercial media projects trained in ethics and disinformation
Definition	Training provided to media practitioners (community media and small commercial media) to assist them navigate ethical challenges, enhance the accuracy and consistency of information produced and reduce the spread of misinformation & disinformation.
Source of data	Training programmes, register of delegates and progress reports
Method of Calculation (Quantitative) / Assessment (Qualitative)	Basic count of community media and small commercial media projects trained.
Assumptions	Adequate funding available for training.
Reporting Cycle	Annually.
Desired performance	High participant engagement, measurable improvements in understanding and applying ethical standards, and a clear reduction in misinformation-sharing behaviours. It should also foster critical thinking skills, helping participants to recognise and respond to disinformation effectively in real-world scenarios.
Indicator responsibility	Executive Manager: Sector Development, Planning, M&E and Research.

Indicator Title	3.1 Percentage improvement in funding
Definition	Improve mechanisms of fundraising.
Source of data	Old funding strategy.

Method of Calculation (Quantitative) / Assessment (Qualitative)	Percentage Improvement in funding = current funding minus previous funding divided by Previous Funding Multiplied by 100.
Assumptions	Availability of resources.
Reporting Cycle	Annually.
Desired performance	More budget to fund community print and small commercial media.
Indicator responsibility	Executive Manager: Corporate Affairs.

Indicator title	3.2 Number of staff satisfaction surveys conducted
Definition	Assessment of the level of satisfaction from employees perspective.
Source of data	Survey results and outcome report.
Method of Calculation/ Assessment	Simple count of staff satisfaction surveys conducted .
Assumptions	Availability of resources.
Calculation type	Cumulative (Year-End).
Reporting cycle	Annually.
Desired performance	Demonstrate commitment to employee wellbeing, identify areas of improvement and implement recommendations to drive positive organisational culture.
Indicator responsibility	Executive Manager: Corporate Affairs.

Indicator Title	3.3 Percentage of positive stakeholder satisfaction achieved
Definition	Assessment of perceptions of stakeholder communities relating to how the MDDA is being effective in delivering on the expectations relevant to how they related with the organisation. For purposes of this indicator, stakeholder communities shall be limited to beneficiaries, funders, or other strategic partners with whom the MDDA has specific deliverables to be measured against.
Source of data	Results of perception surveys.
Method of Calculation (Quantitative) / Assessment (Qualitative)	A percentage evaluation across key performance metrics that are relevant to a specific stakeholder community as described above where each metric is weighted individually and aggregated with others to generate an overall percentage score.
Assumptions	That earmarked respondents participate in the survey within the prescribed period.
Reporting Cycle	Bi-annually.
Desired performance	To achieve high levels of satisfaction towards the Agency, to maintain strong partnerships and positive brand perception among stakeholder communities.
Indicator responsibility	Executive Manager: Corporate Affairs.

Indicator Title	3.4 Level of organisation-wide risk maturity achieved as per the MDDA Risk Maturity Assessment Framework, comprising the following four maturity levels: <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced
Definition	A tool to assess the degree of sophistication of MDDA's business risk management process, its reliability and effectiveness in identifying, assessing and managing risks and opportunities.
Source of data	Implementation progress reports generated through the governance business unit and submitted to the internal audit committee and board committee on audit and risk.
Method of Calculation (Quantitative) / Assessment (Qualitative)	<p>The degree of maturity is based on the four levels, namely,</p> <ul style="list-style-type: none"> • Level 1: Basic • Level 2: Emerging • Level 3: Mature • Level 4: Advanced <p>In terms of the approved MDDA assessment framework, each of these levels has its own performance metrics.</p>
Assumptions	<ul style="list-style-type: none"> • That the entire internal team responsible for the implementation of any element observes the relevant protocols to advance the framework. • That relevant staff members will participate in internal training that will be provided by or facilitated through the team responsible for governance.
Reporting Cycle	Annually
Desired performance	To sustain organisational health, enhance and maintain its ability to respond to its dynamic environment for its own benefit.
Indicator responsibility	Executive Manager: Corporate Affairs.

ANNEXURES TO THE STRATEGIC PLAN

ANNEXURE A: NSDF AND DISTRICT DELIVERY MODELLOREM IPSUM

None