

## 9 The MDDA's governance structure

The MDDA will be established as an independent, juristic person and will act through a Board. Further, the Agency will be subject to the Constitution as well as the Public Finance Management Act, No.1 of 1999, as amended by Act 29 of 1999, which provides guidelines for corporate governance in state-created institutions.

### 9.1 The board's composition and function

The Board will be selected through an open process and will consist of a minimum of seven and a maximum of nine members. Stakeholders, including government, the print and broadcast media industry, and community media, will directly nominate four members to the Board. A further five Board members will be nominated by the general public. The Parliamentary Portfolio Committee on Communications will, through a public process, identify a shortlist of candidates for each sector, and submit these as recommendations to the President. The President will appoint the Board from the list supplied by Parliament.

Members of the MDDA Board will consist of persons who, when viewed collectively, reflect the diverse demographics of the people of the Republic, and, as far as possible, possess suitable qualifications, expertise and experience in fields such as:

- ▶ Advertising
- ▶ Media economics
- ▶ Development economics
- ▶ Financial management
- ▶ Social development
- ▶ Community media
- ▶ Broadcast programming
- ▶ Law
- ▶ Media and ICT policy
- ▶ Journalism
- ▶ Social science
- ▶ Media training
- ▶ Literacy
- ▶ Media funding.

The Board will be responsible for a range of functions, including amongst other things, to:

- ▶ Identify communities, groups and persons who are not adequately served by the media
- ▶ Select projects that qualify for support
- ▶ Make final decisions on funding applications
- ▶ Raise public awareness with regard to media development and diversity issues
- ▶ Engage in research regarding media development and diversity
- ▶ Ensure that the Agency and its objectives are known to the public through marketing and awareness campaigns
- ▶ Negotiate with public utilities, organisations and financial institutions to acquire indirect support for projects
- ▶ Arrange an annual meeting with stakeholders in the media industry to give a report on the

Agency's activities

- ▶ Make recommendations regarding media development and diversity to government and the media industry, after public consultation
- ▶ Ensure that the MDDA operates independently of stakeholders and in accordance with legislation and regulations.

The Minister responsible for the GCIS will, in consultation with the Minister of Finance, determine the remuneration of Board members.

The board will ordinarily meet four times a year, and under exceptional circumstances may meet to hold further meetings, provided that these do not exceed eight times a year.

## 9.2 Chief Executive Officer and staff

One of the board's first tasks will be to appoint a suitably qualified and experienced person as chief executive officer (CEO) to run the MDDA's day-to-day activities.

The CEO will ensure that the instructions of the Board are carried out. The CEO will report to the Board on the activities of the Agency by completing a report on such activities to be submitted to the Board for approval. This report will include, amongst other things, audited financial statements, a list of beneficiaries, an evaluation of how the Agency's mandate was achieved and a projection of forthcoming activities.

Subject to the written directions of the Board, the CEO may appoint such other staff for the Agency as are necessary to perform the work arising from, or connected with, the Board's functions. The staff will be accountable to the CEO, and the CEO will be accountable to the MDDA board. (See Annexure 6 for suggested Organogram)

The CEO will be a hands-on person, with widely respected media experience, particularly with regard to policy issues. Strongly recommended qualities, expertise and skills include:

- ▶ Integrity and diplomacy
- ▶ Expertise in accounting and financial matters
- ▶ Understanding of media economics, diversity and technology
- ▶ Understanding of freedom of expression issues
- ▶ Staff and project management
- ▶ Fundraising.

In the performance of his/her functions and duties, the CEO will:

- ▶ Work closely with the board, and implement its decisions.
- ▶ Raise funds.
- ▶ Promote media development and diversity in key policy arenas and forums.
- ▶ Oversee human resource management.
- ▶ Determine participation in industry forums.
- ▶ Have the power to allocate funds between board meetings, within a fiscal limit.

The CEO will hold office for a period of five years, and may not be appointed for more than three consecutive terms of office. The terms and conditions of service of the CEO, including remuneration, allowances, pensions, and other service benefits are determined by the Board. A person will be disqualified from being appointed or remaining a chief executive officer if he or she is a Board member.

### 9.3 Use of experts

The MDDA may utilise expertise drawn from stakeholders and industry, in the evaluation of project proposals.

In addition, agreement will be sought with the Development Bank of Southern Africa (DBSA) to provide technical expertise, including financial and project management, to the MDDA for a period agreed upon between the two bodies.

The board, in consultation with the Department of Finance, will decide on remuneration levels.