

9 The MDDA's governance structure

The MDDA will be an independent body set up as an institution in its own right. A board will govern it, and it will be accountable to parliament. It will be subject to 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.

It is proposed that the board be appointed through a public, transparent, and participatory process, through parliament's Portfolio Committee on Communications.

9.1 The board's composition and function

The board will consist of a minimum of six and a maximum of nine members. It will be appointed through a public nomination process in which the Portfolio Committee on Communications receives nominations, conducts interviews and recommends a shortlist of 20 candidates to the President, from which a maximum of nine will be appointed. Board members should be committed to the national objectives of the country, including the need to address the challenges of transformation. Collectively members should bring to the MDDA an understanding of the country's media industry, and its diversity and development imperatives. They should also reflect the diverse demographics of the people of South Africa.

The board should collectively represent proven expertise and experience in the following fields:

- ◆ Advertising
- ◆ Media economics
- ◆ Development economics
- ◆ Financial management
- ◆ Law
- ◆ Media and ICT policy
- ◆ Journalism
- ◆ Social science
- ◆ Media training
- ◆ Literacy
- ◆ Media funding

The board will make final decisions on funding. In so doing, it would note strategic trends, look for strategic opportunities, and generally address media diversity at the macro level.

Remuneration of board members will be set by the Minister responsible for the GCIS, in consultation with the Minister of Finance.

The board would meet at least four times a year.

9.2 Chief Executive Officer and staff

One of the board's first tasks will be to appoint a chief executive officer (CEO) to run the MDDA's day-to-day activities. The CEO could be a full member of the board, and should be a hands-on person, with widely respected media experience, particularly with regard to policy issues.

Strongly recommended qualities, expertise and skills would include:

- ◆ Integrity and diplomacy
- ◆ Understanding of media economics, diversity and technology.
- ◆ Understanding of freedom of expression issues
- ◆ Staff and project management
- ◆ Fundraising

The CEO will:

- ◆ Work closely with the board, and implement its decisions.
- ◆ Fundraise.
- ◆ Represent media development and diversity issues in key policy arenas and forums.
- ◆ Oversee human resource management.
- ◆ Determine representation to various industry bodies, and participation in industry forums.
- ◆ Have the power to allocate funds between board meetings, within a fiscal limit.

The CEO will, in consultation with the board, employ a lean but competent and qualified staff complement to implement the MDDA's programme.

The staff will be accountable to the CEO, and the CEO will be accountable to the MDDAboard.
(See Annexure 6 for suggested Organogram)

9.3 Use of experts

The MDDA may utilise expertise drawn from stakeholders and industry, in the evaluation of project proposals. Board members could attend the meetings of such experts. The board, in consultation with the Department of Finance, will decide on remuneration levels.