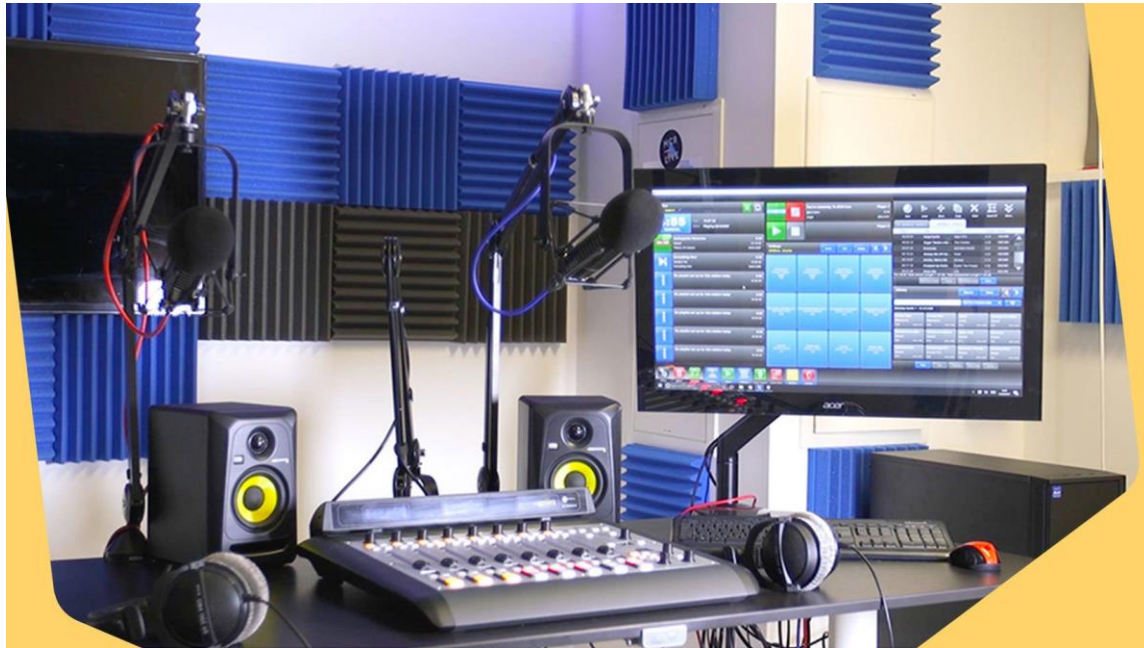




MIDLANDS 104 FM APPLICATION



INVITATION TO PRE-REGISTER FOR COMMUNITY SOUND BROADCASTING SERVICES AND RADIO FREQUENCY SPECTRUM LICENCES

**INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA
NOTICE 606 OF 2019**

TRANSMITTER NAME: PIETERMARITZBURG

FREQUENCY: 104

APPLICANT: MPUMELELO SPORT AND CULTURE EXPERIENCE

PROPOSED NAME: MIDLANDS 104 FM

SERVICES: COMMUNITY SOUND BROADCASTING

YEAR OF APPLICATION: 2020



1. PARTICULARS OF REGISTRANT

1. PARTICULARS OF REGISTRANT	
1.1 Full name of registrant:	Mpumelelo Sport and Culture Experience
1.2 Designated contact person:	Eric Sthembiso Dlamini
1.3 Registrant's street address:	4 Nelson Close Lincoln Meade 3201 Pietermaritzburg
1.4 Registrant's principal place of business (if different from street address):	Same
1.5 Registrant's postal address:	4 Nelson Close Lincoln Meade 3201 Pietermaritzburg
1.6 Registrant's telephone number/s:	072 084 466 8
1.7 Registrant's telefax number/s:	N/A
1.8 Registrant's mobile number/s	074 732 325 7/072 084 466 8
1.9 E-mail address of designated person:	midlands104@gmail.com



2. LEGAL FORM OF REGISTRANT

2.1 Registrant is a juristic person

2.1.1 Mpumelelo Sports and Culture Experience is an NPO entity incorporated in terms of the Companies Act, 1973.

2.1.3 Registration number of the registrant : **156-585 NPO**

2.1.3 See Appendix 2.1.3 of **Form B**

Mpumelelo Sports and Culture Experience is compliant with the requirements of section 5 (8)b of Electronic Act No 36, 2005 as required for the submission of this application.

2.2 **N/A**

2.2.1 **N/A**

2.2.2 **N/A**



3. NON-PROFIT STATUS OF REGISTRANT

3.1 The following documents are attached as appendix 3

- i. NPO Registration Certificate;
- ii. Constitution

The management committee will meet at least once a month. 51% of members need to be at the meeting to make decisions that are allowed to be carried forward. This constitutes a quorum.

Any member affected by the formal ruling or finding on the part of the organisation may appeal against the ruling or finding of the organization, either in part or in whole.

See constitution attached hereto

4. COMMUNITY

Pietermaritzburg also known as uMgungundlovu is the Capital and second largest city in the province KwaZulu-Natal, with estimated population at over 1 095 865 residents, 52% of which are females, and 42% males with an average salary of R179k and has one of the largest population of Indians South Africans in South Africa:

Black African	84.5%	Zulu	76.4%
Coloured	2.02%	English	15.3%
Indians	6.68%	Afrikaans	4.2%
White	6.28%	Xhosa	3.5%
Other	0.5%	Other	6.3%



Pietermaritzburg is predominantly Black Africans, and mostly with IsiZulu speaking population, it is partially influence by English and Afrikaans speaking people, with IsiXhosa and other languages at above 10%.

Pietermaritzburg is under the uMgungundlovu District Municipality which comprises of 7 local municipalities, which are predominantly rural with unemployment and literacy challenges especially amongst the youth and female.

4.3 N/A



5. NATURE OF SERVICES TO BE LICENSED

APPENDIX 5.1

5.1 A Community Sound Broadcasting Services providing programming in the form of News, Drama including Sports and Entertainment

5.2 GEOGRAPHICAL AREA

Midlands 104FM will broadcast its services in Pietermaritzburg, uMgungundlovu District and surrounding areas.

[See our footprint](#)

5.3 BROADCAST LANGUAGES

LANGUAGE	% PROGRAMMES	TOTAL POPULATION	HOURS OF BROADCAST	% POPULATION REPRESENTATION
IsiZulu	97	1 095 896	19 Hours	76.4
English	2,5		4	15
Afrikaans	0.5		1	4.2



APPENDIX 5.4 of FORM B

5.4.1 PROGRAMME FORMAT

The programme format of Midlands 104FM will be news (local, national, and international), music, advertisement and announcements, and different cultural and developmental programs. Specifically, it will address human rights, conflict/peace, corruption, gender, health and education, teachers training, child health, income generation (herbs production and processing, small enterprises, etc.), culture and religion. It will promote local music, and culture of the Midlands region. At the same time, it will also give due attention to the promotion of both national local languages. The need assessment workshop (participated by representatives of government departments, journalists, local bodies, NGO/NPO, common people) at Pietermaritzburg and surrounding areas clearly identified the above issues to be dealt by the Midlands 104FM.



5.4.2 PROGRAMME SCHEDULE

MIDLANDS 104FM PROGRAMME FORMAT WILL 60% MUSIC 40% TALK.

TIME	MONDAY to FRIDAY	TIME	SATURDAY	TIME	SUNDAY
00h00 – 05h00	Phakathi Kwamabili (Graveyard show where we interact with listeners who are working nightshift or finding it difficult to sleep. Lines will be opened for them to call in)	00h00 – 05h00	Lover's Paradise (Show dedicated to lovers where they can dedicate message to each other, and request special songs, waking up each other)	00h00 – 05h00	Koze Kuse (Party Time)
05h00 – 06h30	Ezosuku (Current Affairs)	06h00 – 07h00	Motor & Technology Programme	05h00 – 07h00	uJehova Ungumalusi Wami (Religious Programme)
06h30 – 09h00	Ezaase' Mphiti Breakfast Show (Newspaper review, traffic, weather, music, interviews to form part of this programme)	07h00 – 08h30	Sakaha Ikhaya (Women's Talk Show)	06h30 – 09h00	Jesus is Love (Gospel Talks Show & Music)
09h00 – 12h00	Sukuma Sakhe (Developmental programme focusing on uplifting, youth, women and people living with disability)	08h30 – 10h00	Mina Nabangani Bami Youth Show including life orientation, entertainment, fashion, music)	09h00 – 12h00	Sundae Best (Soul & RnB Music)
12h00 – 15h00	Mina Nawe Mid-Day Show (Focusing on local youth development, job opportunities, career guidance, technology)	10h00 – 12h00	Kukuph' Ekhaya Madoda (Traditional Music Show)	12h00 – 15h00	Country Road (Country Music Show)
15h00 – 17h00	eKatsi Afternoon Drive (Youthful, entertainment, gossips, traffic, interviews, focusing local and international_	12h00 – 16h00	PMB Top 40 (Top 40 including hits by local artists)	15h00 – 18h00	English Cultural Programme
17h00 – 18h00	Sport Take (Sport Show) Results, interviews with players, coaches of various sporting codes. Public to phone in)	16h00 – 17h00	Weekend Sport	18h00 – 21h00	Indian Cultural Programme
18h00 – 19h00	Ebezenzeka Namuhla (Current Affairs)	17h00 – 18h00	Ezamciko Namasiko (Arts and Culture Programme)	21h00 – 00h00	Afrikaans Cultural Programme
19h00 – 20h00	Intuthuko Yomphakathi Community Development show (Departments and Municipality Talk to The Community about various matter affecting the community)	18h00 – 21h00	My Kind of Jazz (Jazz Programme Show)		
20h00 – 22h00	Imfundo Ayikhulelwa Basic Education Programme (different subjects are discussed by qualified teachers)	21h00 – 00h00	Nansi Lenamba (Programme promoting local artists and their music, or any other art form)		
22h00 – 00h00	Ezasekhempasini (Campus Lifestyle Programme students from our universities (DUT, UKZ, UNISA, Varsity College interact with other)				

NEWS: at every hour from 08h00 to 21h00 during every day.

Midlands FM Programme format will be 50% (Community Programmes, Talks Shows, Current Affairs)

30% Music, 10% Youth, 5% Sport, 5% Variety



5.4.2.1 Midlands 104FM will strive to ensure that more emphasis is put on local news and programs production, in inception we shall work with local media houses for local news, train volunteers in various journalism aspects and encourage community members to develop programs for children, drama, and developmental documentaries.

5.4.3 PEAK AND OFF-PEAK TIMES

PEAK TIMES	06H00-08H00 16H00-19H00 21H00-23H30	12H00-14H00
OFF PEAK TIMES	23H30-05H30	

NEWS OUTPUT

NEWS PROGRAMME	LANGUAGE	DESCRIPTION
NEWS BULLETINS	ISIZULU	News bulletins will be delivered every hour from 06h00 to 21h00 in isiZulu with one English news bulletin during the morning and afternoon
SPORTS NEWS	ISIZULU & ENGLISH	Sport News will be delivered during the morning and afternoon shows
CURRENT AFFAIRS	ISIZULU	Current Affairs will be delivered in the morning for 1hour and in the evening for 1 hour
TECHNOLOGY & MOTOR NEWS	ISIZULU/ ENGLISH	1 hour on Saturday morning
ENTERTAINMENT NEWS	ISIZULU/ENGLISH	5 minutes during the drive home show



Guiding Principles: In order to be effective and committed for the sustainability the Midlands 104FM will adopt following points as its values.

1. Pro-cultural diversity: Midlands 104FM will respect the cultural differences and design and implemented radio programs to promote social harmony and peace among the population.

2. Promotion of gender and social equity: Midlands 104FM will design and implement programs which will ultimately promote the good relationship between men and women, poor and rich and always try to uplift the backward section of

the society and endeavor to address the imbalances of the past through special programs.

3. Promotion of local sustainable development and environment: Midlands 104FM will always in favor of sustainable development and environmental protection. To keep this value Midlands 104FM will never conduct programs that are against sustainable development. Similarly, Midlands 104FM will design and implement programs to promote good social and physical environment.

4. Promotion of culture of peace: Midlands 104FM will always promote the culture of peace by designing and airing programs which can contribute to promote peace in the society.

5. Proactive to change: Midlands 104FM will introduce new concepts, technologies, approaches, knowledge and skills which can help local population to transform the society.

6. Peoples right of information: Midlands 104FM believes that “information” is one of the fundamental rights of people. With this clear stand the Midlands 104FM will design and impart information which are important for the population.

6. SERVING THE COMMUNITY'S INTERESTS



6.1 Provide proof of how the registrant proposes to serve the community's interests:

Our programmes are going to be community oriented and Midlands 104 FM will make sure that the needs of the community are taken into consideration, because this station will be belonging to them. This will be done through community participation. During our community engagements there were a number of programmes that the community requested including arts and culture.

We are going to have a listener's club to encourage the public/community participation. The will create a sense of ownership of the station by our listeners. We believe that community participation will have many direct beneficiaries when carried out with a high degree of community input and responsibility. Everyone benefits when participating in the activities. Adults and youth might participate in village committees to improve services. Everyone can watch a play or video and learn from presentations about local programs. Youth benefit from improved knowledge and from increased skills, and other community members benefit, too. A truly participatory program involves and benefits the entire



community, including youth, young children, parents, teachers and schools, community leaders, health care providers, local government officials, and agency administrators.

Programmes also benefit because trends in many nations towards decentralization and democratization also require increased decision making at the community level.

6.2 Provide proof of how the registrant proposes to encourage members of the community it serves, or persons associated with the promotion of the community's interest to participate in the selection and production of programming to be provided by the registrant:

Community participation is a proven approach to addressing educational, social, health and empowerment need of the community. During the planning phase we are going to have monthly meeting that will concentrate of various aspects of the station including programmes. We do have a draft programmes but once we've had these meetings and the input from the community is received and they will change to accommodate those changes.

The meetings that we are going to have with the community will enable us to empower the Pietermaritzburg community and promote self-reliance and on-going development.

We are going to bring in various experts that are going to make contribution with educational, social and health services in the community. Midlands 104 FM will be used as an active learning and development environment.

We are going to encourage the Pietermaritzburg community to take a pro-active stance on community participation with reference to the programmes of the station, and we will



make sure that we provide timeous and accurate news, updates, entertainment and information to the community.

Great efforts will be put into empowering the local community to run the station. The community will be involved in the on-going improvement and development of the station's projects, vision and future programmes.

Being mostly rural the community has a need of many facilities, with a community radio station being one. Midlands FM 104 will encourage members of the community participate by having a meeting to discuss the proposed programmes. They will be given an opportunity to input. We will also provide a set platform for debates on societal matters and problem-solving. The presenters will local people and they will and this will assist to awaken and promote the creativity of the local people. The need to bridge the gap between the local authorities, provincial and national government; and other developmental organizations.

People do not live in a vacuum, independent of influences around them. Rather, social, cultural, and economic factors strongly influence people's ability to access information and services. To improve people's lives, programs must address people (youth and women in particular) and their environment. In order to address youth adequately and appropriately, programmes will be designed and implemented with the meaningful involvement of youth, women and people living with disabilities. To address youth's environment, planners must acknowledge that community and families significantly influence youth.



7. SUPPORT

Our local municipality, **Msunduzi Municipality** support the formation of a new radio station, and they will have weekly programmes where they will talk about different subjects that talks to the local community directly. The Mayor, City Manager and senior officials will be given a platform to engage with the public. **Msunduzi Municipality has earmarked the Msunduzi Athletics Stadium as the proposed venue for Midlands 104 FM** (Please check the attached letter).

Department of Community Safety and Liaison as well as the Department of Arts and Culture are supporting this initiative. (**letters are attached**).

NPO called **Jazz and Heritage Experience** has paid for this application and they will provide training to our staff and assist us with fundraising.

Rumbile Pty Ltd will be donating R120 000 to Midlands 104 FM for operations over 12 months (they will pay us R10 000 per month).

Yonke Imizamo Productions is a communication and events management company and they have committed R500 000. This company is known for hosting a number of international events like:

- i. **Eddie Zondi Tribute** where *Chris Walker, Chante Moore* performed at **The Sun Arena** in 2019,



Director of Yonke Imizamo Productions with Chante Moore and Chris Walker



Eddie Zondi's widow Phakamile promoting the Eddie Zondi Tribute concert



Director of Yonke Imizamo Productions with Chante Moore and Chris Walker



With Phakamile, Chante Moore and Chris Walker

- ii. **Durban Soulful Experience** where Howard Hewett and Karyn White were performing at the **Durban ICC** in December 2019.



With Howard Hewett and Karyn White

- iii. **Newcastle International Jazz & Heritage Experience** where artists like *Oleta Adams, Glenn Jones, Brian Simpson, Ringo, Sjava, Simpiwe Dana, Zonke, Zamajobe, Mafikizolo* and many more.



With Oleta Adams



With John Stoddart



With Brian Simpson and Glenn Jones

iv. **Soul & Jazz Experience in uMhlatuze**

This event has hosted artists like Chris Walker, Regina Belle, Zonke, Mafikizolo, Ntando, Vusi Nova and they are bringing Freddie Jackson in 2020.



With Regina Belle and Chris Walker



Syleena Johnson, John Stoddart and Nongcebo Mckenzie (uKhozi FM) promoting Soulful Experience



8. FINANCES

8.1 Appendix 8.1

Rumbile Pty Ltd will be donating R120 000 to Midlands 104 FM for operations over 12 months (they will pay us R10 000 per month).

Yonke Imizamo Productions will be donating R500 000 for start-up cost.

8.2

ANTICIPATED	CAPITAL	EXPENDITURE	YEAR 1	YEAR 2	YEAR 3
CAPITAL EXPENDITURE	Broadcasting Equipment	R1 886 618.70	R1 886 618.70		
	Rent	R12 000	R144 000	R159 000	R176 000
	Licence Fee	R3 289	R3 289		
	Furniture	R66 000	R66 000		
			R1 955 907.70	R159 000	R176 000
OPERATING EXPENDITURE	Telephone	R2 500	R30 000	R33 000	R36 300
	Marketing	R6 000	R6 000	R8 000	R10 000
	Stationery	R20 000	R20 000	R24 000	R30 000
	Salaries	150 000	R150 000	R165 000	R184 000
	Website	R3 500	R3 500	R3 700	R4 000
	Maintenance			R45 000	R22 000
			R209 500	R212 500	R286 300
			R2 165 407.70	R371 000	R462 300



EXECUTIVE SUMMARY

Mpumelelo Sport and Culture Experience is a non-profit organization to be referred to as **Midlands 104 FM** in this document, has been operating since 2016, and it is responding to the Independent Communications Authority of South Africa invitation to register to provide a community sound broadcasting services to a geographically founded community in Pietermaritzburg. The interest to register for this purpose was developed through frustration exerted to the community by previous license holders in the area, which was revoked and no communication nor notice was furnished to the community.

Midlands 104 FM has put together a team of enthusiast to facilitate the application of the frequency which has become available following mismanagement of the previous holders. We have put together board of directors who are strong individuals with a mix of media, Law, business development, accountancy, community development and fund-raising skills, who also possess understanding of good governance.

Midlands 104 FM has established relationships with various stakeholders with an aim of not simply broadcasting to an audience, but engage with communities, encouraging participation in making and presenting programmes, by and those communities, and generating a sense of place, identity and pride as well. Midlands 104 FM also aim to use the skills of its staff and volunteers to provide training and pass on those skills to members of the community and especially young people and women. Creating and broadcasting programmes that are well above all entertaining, but also sought to educate, inform and encourage listeners to keep listening to the station will be vital in the early life of Midlands 104 FM.



Our Supporters

MIDLANDS 104 FM like all community radio stations rely on both financial and hands on support of a wide range of organizations and people to deliver its services.

Financial and practical support will come from a number of key organizations and individuals including;

- **Provincial Government** community radio stations are most important platforms that must be used to disseminate information and can be used by provincial government to communicate with ordinary people about the programmes available to better the lives of the people.
- **District Municipality** realizes the importance of a community radio station in the district because it put more emphasis to previously disadvantaged individuals, encourage community participation in their own development and broadcasting.
- **MDDA** plays an integral part in the community media development by supporting community and small media projects
- **Cultural Survival** supports the movement of empowered indigenous people organizing their communities to engage the international processes, national policies, and human rights bodies to respect, protect, and fulfill their rights.
- **Volunteering** will play a vital role in the development of the radio station, their contribution will ensure smooth running of the station, its broadcasting and its show content. In return for their contribution, volunteers will receive training and experience in the radio broadcast industry and all its many and varied facets.



Midlands 104 FM OBJECTIVES

- Create a sense of social identity and pride within a geographically founded community of Pietermaritzburg and surrounding areas
- Offer the community a two-way channel for the exchange of information and ideas, with a particular focus on those groups and individuals who were previously disadvantaged.
- Provide value for money opportunity for local businesses to promote their products and services to the community and therefore increase economic activity.
- To work with and alongside local groups/non-governmental organization, thereby enabling them to meet their social objectives
- To identify and promote local talent through Arts and Cultural activities across the geographically founded community of Pietermaritzburg and surrounding areas
- To develop highly listenable radio programmers that educate, entertain, and inform, and importantly encourage listeners to participate and be part of a dialogue
- To train and develop members of the community in all aspects of the radio industry

VISION

- Is to build community, a loyal and growing audience, engaged and educated citizens by providing the highest quality of free-from programming that broadcasts entertainment, music, news, thoughts, sound, ideas and event listings that support free speech, diversity, and the interests of the local community Midlands 104 FM serves.

MISSION

- Provider and promoter of new knowledge and direct access to new skill as well as assist to protect and promote local knowledge, skills and wisdom for the creation of equitable society and integration Midlands people into the national mainstream.



MIDLANDS 104 FM ORGANIZATION STRUCTURE

Mpumelelo Sport and Culture Experience (MSACE) is a non-profit organization (156-585 NPO) registered on 05 August 2015, operating in Pietermaritzburg with the objective of keeping the local children out of the streets by starting community radio station focusing on developing the local community. The proposed radio station will be called **Midlands 104 FM**. This radio station will provide a mechanism for enabling individuals, groups, and local communities to tell their own stories, to share experiences. It will also act as a vehicle for the community, civil society, agencies, NGOs and citizens to work in partnership with us to further community development aims.

INTERIM BOARD OF DIRECTORS

No	Name & Address	PORTFOLIO	QUALIFICATIONS	IDENTITY NUMBER
1.	Mr Bhengkosi Eric Radebe 10 Oribi Road 3201 Pietermaritzburg	(Risk & Security Management) Chairperson	Bachelor of Laws (LLB) Bachelor of Arts (Police Science) National Diploma in Police Administration	641006 5602 083 South African
2.	Ms Nomvelo Mkhwanazi 10 Jabu Ndlovu Street 3201 Pietermaritzburg	Policy Development Deputy Chairperson	Bachelor of Social Sciences (Legal Studies) Bachelor of Laws (LLB)	940724 0922 088 South African
3.	Ms Mandisa Barlow 1 Skhumbuzon Ngwenya Road 3201 Slangspruit PMB	Secretary	Bachelor of Arts National Diploma in Public Relations	891004 0795 082 South African
4.	Mr Sithembiso Dlamini 3 Copsville 3201 Pietermaritzburg	Station Manager (ex-officio)		750406 5605 085 South African
5.	Ms Nomaswazi Mnisi 850 Unit 18 3201 Imbali PMB	Chief Financial Officer (ex-officio)	Bachelor of Commerce in Finance & Supply Supply Chain Management	920302 0763 083 South African
6.	Dr Bongane Mabaso 11 Boom Street 3201 Pietermaritzburg	Finance and Information Technology	PhD Technology Management Master of Commerce Master of Science Bachelor of Science	730120 5436 087 South African
7.	Ms Nhlakanipo Msimang 19 Hubert Road 3201 Boughton, PMB	Programmes & Marketing	Bachelor of Social Science Honours - Management	830219 0630 089 South African
8.	Mr Nkululeko Mkhize 15 Berg Street 3201 Pietermaritzburg	Human Resource & Skills Development <i>Representing Mpumelelo Sport and Culture Experience</i> (ex-officio)	Bachelor of Commerce in Management and Human Resource	850616 6528 081 South African

The Station Manager and the Chief Financial Officer will be ex-officio members to the Board of Directors and Mr Nkululeko Mkhize will also be an ex-officio member representing MSACE.



The members of the interim Board of Directors are people that are well educated and have a sole interest of developing and uplifting the lives of the local people. These individuals hold various senior and strategic positions in various organisations. The main function of the board will be strategic management of the station, soliciting funds/grants and policy decisions.

The Board of Directors will make sure that the station complies with all relevant laws, regulations and codes of good practice. They approve the policies for the station. Two of our interim board member have Law Degree, and this will assist the station to adhere to the laws of the country and to help with identification of risk areas and performance indicators. The Board will also assist with the development of a corporate code of conduct. The Board will also be responsible for appointing and supervising the Station Manager, approving the appointment of the senior management of the station, monitoring implementation of the Board's plan but most all to support the station manager in fundraising activities through its network.



i. MANAGEMENT

MANAGEMENT COMMITTEE

Directly under the board of directors will be a station manager. The station manager will be the member secretary of the board. The station manager will be authorized to enter into contract with third party organizations. Under him will be different sub-committees and departments namely program department, technical department, administration and marketing department.

The day to day management of the station will be handled by the following management team:

INTERIM STATION MANAGEMENT

No	Name	PORTFOLIO	QUALIFICATIONS	IDENTITY NUMBER
1.	Mr Sithembiso Dlamini 3 Peugeot Terrace Copsville 3201 Pietermaritzburg	Station Manager		750406 5605 085 South African
2.	Ms Nomaswazi Mnisi 3 Copsville 3201 Pietermaritzburg	Chief Financial Officer	Bachelor of Commerce in Finance & Supply Chain Management	920302 0763 083 South African
3.	Mr Thulani Maphumulo 4 Bourne Avenue 3201 Lincoln Meade PMB	Marketing & Communications Manager	Bachelor of Technology in Public Relations Bachelor of Technology in Public Management Senior Teachers' Diploma Advance Certificate in Education (ACE) Travel & Tourism Sales & Marketing Management Certificate	750629 5631 088 South African
4.	Thato Motsepe 17 Boshoff Street 3201 Pietermaritzburg	Studio & Technical Manager	Bachelor of Practical Music Diploma in Sound Engineering	860308 5794 082 South African
5.	Thobeka Ngcobo 22 Burger Street 3201 Pietermaritzburg	Brand & Programmes Manager	Bachelor of Business Administration in Brand Building and Management	951001 0247 087 South African

The team members have necessary skills, qualification and knowledge to take this radio station to the great heights. Our Station Manager has extensive experience in community radio station as he has worked at Radio Pietermaritzburg and Capital 104 FM, and our Marketing & Communications Manager holds a degree in Media Studies and Public Relations and has worked for uMgungundlovu FM and Capital 104 FM. Our Chief Financial Officer holds a Bachelor of Commerce degree in Finance & Supply Chain.



Station Manager and the Chief Financial Officer will be the ex-officio members of the board, and the Station Manager will account to the Board of Directors. The management responsible for daily operations reporting to the Station Manager. The Board of Directors will not interfere with of operations and the daily running of the station.

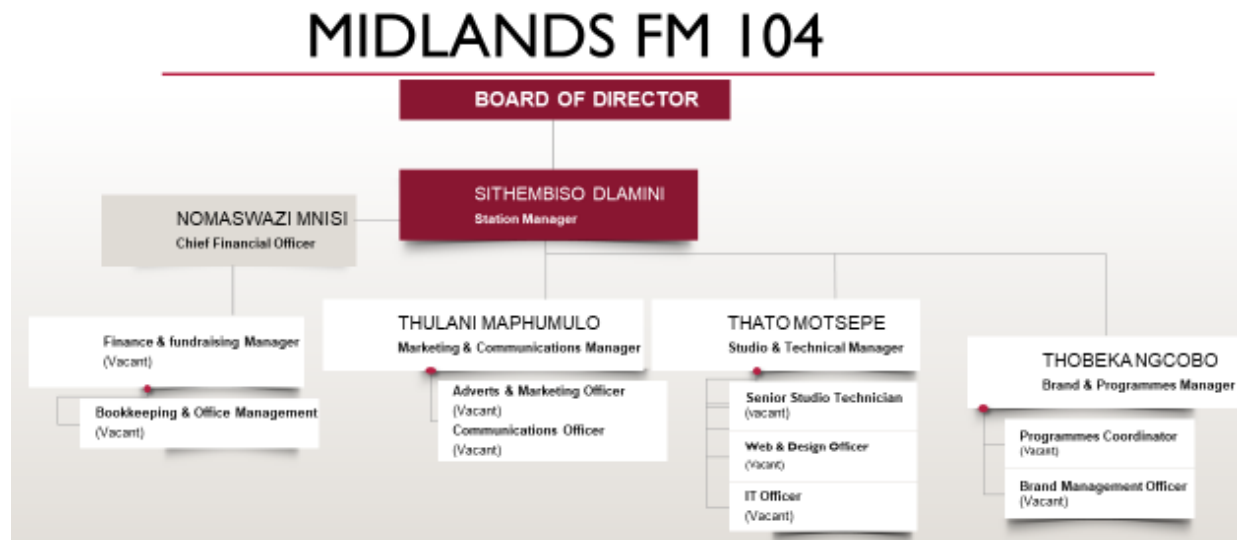
The management team will assist the Station Manager in plan, initiating, monitoring and evaluation of projects to fulfil the mandate of the licensee. Once the licence has been obtained the Station Manager will commence with the recruitment of staff and volunteers including drafting of contract, signing performance agreement, training the staff for sound human relations and operational skills.

The management team once it has been appointed will be responsible for assisting the Station Manager to managing daily operations. The Station Manager will delegate control of other department like programming, sales, marketing, news, music, finance, technical and administration. It will be one of the duties of the Station Manager to instill discipline through written and approved policies that detail corrective actions and procedures, networking and meeting potential clients, funders and donors.

The Station Manager will ensure that the licensee affiliates/signs with the relevant forums such as the National Association of Broadcasters and the National Community Radio Forum.



ii. PROPOSED ORGANOGRAM





Human Resource Development

It is essential that the staff of the station should be trained in different aspects of community radio operation. In the first year of operation the station manager and the production and technical team will be provided intensive training on FM radio operation and production of programs. Since Midlands 104 FM does not have its own resources for training, it will seek financial assistance from different donors and program partners. The track record of Mpumelelo Sport and Culture Experience is crucial in this effort. Midlands 104 FM has contacted bodies like Nemisa for the provision for such training to the staff. As such Midlands 104 FM will also approach the NCRF KZN for the assistance. From the second year of operation the older staff of the station will train some of the new staff.

MARKET ANALYSIS

Pietermaritzburg also known as uMgungundlovu is the Capital and second largest city in the province KwaZulu-Natal, with estimated population at over 1 000 000 residents and has one of the largest population of Indians Sout4h Africans in South Africa;

Black African	84.5%	Zulu	76.4%
Coloured	2.02%	English	15.3%
Indians	6.68%	Afrikaans	4.2%
White	6.28%	Xhosa	3.5%
Other	0.5%	Other	6.3%

Pietermaritzburg is predominantly Black Africans, and mostly with IsiZulu speaking population, it is partially influence by English and Afrikaans speaking people, with IsiXhosa and other languages at above 10%. Pietermaritzburg is under the uMgungundlovu District Municipality which comprises of 7 local municipalities, which are



predominantly rural with unemployment and literacy challenges especially amongst the youth and female.

SWOT Analysis

Midlands 104 FM conducted a SWOT analysis and strategic planning workshop of the geographically founded community of Pietermaritzburg and surrounding areas involving different stakeholders. The SWOT analysis revealed that although there are some weaknesses, e.g., inadequate technical manpower, inadequate physical facilities, and low level of participation of common people in the initial stage, to be overcome, Midlands 104 FM will be an able organization to operate the station. Since it will not be the first and the only organization to operate the FM Band in Pietermaritzburg area, there is a great opportunity to make the program successful.

Strengths	Weaknesses	Opportunities	Threats
Mandated organization by the people of Pietermaritzburg to establish and apply for the community sound broadcasting license as per ITA-R by ICASA.	Inadequate physical infrastructure (Building, electricity, telephone and AC)	Competitors in the Pietermaritzburg (uMgungundlovu) area lack vision and not treating Community Radio as that of the community by the community)	Political interferences/power shift.
Community based common information forum	Inadequate human resource (Program production and technology operation)	Priority sector of the government (Location, information)	Possibility of conflict of interest
An organization promoted by NPO which has national and international links and possess	Less experience to operate radio	Donors are positive for assistance	Poor local market



strong experience on organizational management			
An organization formed by committed and active group of people to operate Midlands 104 FM	Poor ownership by the local people	Organization which is directly concerned with people	
An organization possessing basic and necessary skills to operate Midlands 104 FM	Inadequate financial resources		
An organization which has direct working relation with local people			

Guiding Principles

In order to be effective and committed for the sustainability the Midlands 104 FM will adopt following points as its values:

1. Pro-cultural diversity: Midlands 104 FM will respect the cultural differences and design and implemented radio programs to promote social harmony and peace among the population

2. Promotion of gender and social equity: Midlands 104 FM will design and implement programs which will ultimately promote the good relationship between men and women, poor and rich and always try to uplift the backward section of the society and endeavor to address the imbalances of the past through special programs

3. Promotion of local sustainable development and environment: Midlands 104 FM will always in favor of sustainable development and environmental protection. To keep this value Midlands 104 FM will never conduct programs that are against sustainable development. Similarly, Midlands 104 FM will design and implement programs to promote good social and physical environment



4. Promotion of culture of peace: Midlands 104 FM will always promote the culture of peace by designing and airing programs which can contribute to promote peace in the society

5. Proactive to change: Midlands 104 FM will introduce new concepts, technologies, approaches, knowledge and skills which can help local population to transform the society

6. Peoples right of information: Midlands 104 FM believes that “information” is one of the fundamental rights of people. With this clear stand, the Midlands 104 FM will design and impart information which are important for the population

There are four result areas which Midlands 104 FM envisages to achieve in the first four years of its service, they are as follows; (ref. Annex 1: Strategic Plan of Midlands 104 FM)

- Result 1: Midlands 104 FM strengthen and operational as broadcasting organization
- Result 2: Midlands 104 FM’s own marketing system established and resources mobilized to become financially self-reliant
- Result 3: Information and entertainment needs and wants of local people satisfied through Midlands 104 FM
- Result 4: Necessary human resources to operate Midlands 104 FM locally developed

Major stakeholders of the Midlands 104 FM identified during the strategic planning workshop, are the government departments, local bodies, INGOs, and NGOs operating in the umGungundlovu district, people of Pietermaritzburg and surrounding areas, National Community Radio Forum (NCRF), other community radio stations of the country, and MDDA, etc. We envisage acquiring different level of assistance with these



organizations. Mpumelelo Sports and Culture expects both grant and co-partnership relation with selected organizations in the operation of Midlands 104 FM.

Marketing Plan and Strategies

Midlands 104 FM aims to serve the information and entertainment needs of adult male, women, youth and children of Pietermaritzburg of different groups and ethnicity. Different programs will be developed to cater to the information and entertainment needs of these people. After analyzing the appropriate hours for each group of the people, specific time slots will be provided for each of them. Heavy, medium and light users will also be identified and their listening hours planned accordingly.

Programs Offered

The major programs of Midlands 104 FM are music, news (local, national, and international), advertisement and announcements, and different cultural and developmental programs. Specifically, it will address human rights, conflict/peace, corruption, gender, health and education, teachers training, child health, income generation (herbs production and processing, small enterprises, etc), culture and religion. It will promote local music, and culture of the Midlands region. At the same time, it will also give due attention to the promotion of both national local languages. The need assessment workshop (participated by representatives of government departments, journalists, local bodies, NGO/NPO, common people) at Pietermaritzburg and surrounding areas clearly identified the above issues to be dealt by the Midlands 104 FM.



Table no. 1: Areas of interest of listeners

Area of Interest	Frequency	Percentage
News	296	56%
Women	8	15%
Local and Gospel Music	224	41%
Modern and International Music	103	23%
Sports	40	7%
Education	100	25%
Children	12	11%
Literacy	40	15%
Agriculture	100	22%

The table no. 1 indicates that majority of the targeted listeners listen the news followed by local and gospel music. Programs on modern and international music, education and agriculture also draw equal number of listeners. Therefore, these programs have to be aired to attract larger number of listeners. Since these programs are popular among the listeners, Midlands 104 FM will try to sell its air time during these programs. Programs on children and women are less popular in the areas. Therefore, Midlands 104 FM will try to promote these programs for the benefit of the women and children.

Sponsors and Co-producers

In case of radio station, the ultimate customers are the listeners. The uMgungundlovu District covers about 9514.594 square kilometers and constitutes about 10% of the Province of KwaZulu-Natal and it is number two in size after eThekweni Metro. Since it is a community radio station established in a district with majority of population below the poverty line, it does not expect to get return from the listeners by selling its services.

Subsequently, the main buyers of the radio services are the government departments. Specifically, the health department, education department, agriculture department,



forestry department, women, and NGOs and INGOs including the bilateral organizations working in the region who will buy air time of the radio services to disseminate their information to their targeted beneficiaries.

Interaction with these government departments at consultative interventions revealed that these departments are ready to sponsor programs, and co-partner in program development if Midlands 104 FM approach them with specific programs compatible to their needs.

Competition

As a media, the major competition of Midlands 104 FM will be local as well as national radio stations, local newspapers, word of mouth, indigenous public announcement, workshop, training and street drama, etc. However, due to its remoteness and absence of public announcement systems, majority of the population are deprived of these facilities.

Therefore, Midlands 104 FM will have to compete with local radio, national and regional radio stations. But since, these stations do not serve the specific interest of the people of Pietermaritzburg, Midlands 104 FM has virtually a minimal competitor in the region in the field of radio transmission.

Consequently, it is able to serve the needs of the listeners and its customers. Some governmental departments use Imbizos to get their messages to the listeners, but in the present situation, they are also expanding their programs to remote uMgungundlovu District areas. As such Midlands 104 FM can also take this as an opportunity rather than a competition.

Prices

The prices for different products of Midlands 104 FM has been set based on the other community radio's pricing structure. The airtime charge for advertisement and announcement is R412 per 30seconds spot. Similarly, airtime charge for program



sponsorship is R1 200 per hour and charge for production of programs and studio is R2 600 thousand per week.

In the case of coproduction Midlands 104 FM and the second party will compromise on the price. Under this pricing structure Midlands FM is able to financially sustain its operation cost in four hours of transmission from the second year onward.

Market Penetration Strategies

Midlands 104 FM will adopt following strategies in the operation of the station. Mainly the FM will adopt market penetration strategy under which it will try to reach as much population as possible within the coverage area of the station. Under market penetration, Midlands 104 FM will adopt the following strategies:

Relation Building with Stakeholders

Relation building with all types of stakeholders is an important strategy of Midlands 104 FM. In order to sustain the station Midlands 104 FM should build relation with government department, I/NGOs, donors and the community. Community could be an important stakeholder to supply volunteers for reporting and program production. There is various awareness related government programs on health and sanitation, education, forestry, agriculture and women, which can be tapped by Midlands 104 FM. If Midlands 104 FM is able to build working relationship with these government departments/local municipalities both at the district and provincial level, there is a big scope to air government programs. Similarly, the donors are eager to co-produce programs and sponsor programs if Midlands 104 FM approaches them with programs compatible with their needs. Workshop at Pietermaritzburg revealed that the local NGOs are ready to support Midlands 104 FM programs in any way they can. Therefore, if the transmission is unbiased and regular, and Midlands 104 FM maintains good relationship with these agencies, there is a great possibility for getting support from these agencies.



Prepare professional proposals

Professional proposals are crucial for getting support from different government and nongovernment agencies. Since, most of the organizations visited in the process of preparation of this business plan, stressed on the quality proposals for support, therefore, Midlands 104 FM will use the resources of Mpumelelo Sport and Culture or other professional support while preparing proposals. It is critical that the proposals cover specific developmental and other relevant issues of uMgungundlovu District. Midlands 104 FM will approach the sponsors, only when it is fully prepared with sponsorship or co-production plan.

Form listeners club

A Community Survey Indicators data from StatsSA 2016, indicates that only 220 517 of uMgungundlovu District homes has radio. Taken from the uMgungudlovu District Municipality IDP 2018/2019. Midlands envisages servicing the need of some remote areas in the midlands, the number of households possessing FM radio set is expected to be lower compared to the survey figure. Therefore, it will be necessary that Midlands 104 FM organize listeners club at different local municipalities and specific market segments and distribute FM band radio to these groups in the initial stage. It is assumed that these listeners will be ready to buy their own FM band radio set if they find the programs entertaining and useful to them.

Participation of stakeholders

Participation of stakeholders is crucial for program success. Midlands 104 FM will bring in community representatives in decision-making process. Similarly, it will use the local people in reporting and program development as far as possible in volunteer basis. It will air people's voices in its program transmission. It is essential that Midlands 104 FM determine, which time slot is best suited for different segments and air the program accordingly.



In addition, Midlands 104 FM will organize Annual General Meeting (AGM), get together of its listeners and sponsors. This will give an opportunity to its listeners/sponsors to be well acquainted with radio team. Similarly, it will also give them to voice their grievances and suggestions. This type of get together is highly useful for participation of listeners and sponsors in transmission. Midlands 104 FM will also run the campaign on social media hash tag **#KeepCommunityRadioAlive**

Innovate creative programs

To keep the public interest intact in the future, Midlands 104 FM will try to innovate new and creative programs to fit with social changes and demands of changed society. The interest areas of listeners (table no. 1) indicates that majority of the targeted listeners listen the news followed by local and gospel music. Other popular programs are modern and modern and international songs, education and agriculture. Therefore, Midlands 104 FM should try to sell its air time during these programs to disseminate information to larger number of people. Midlands 104 FM will try to promote programs on women and children in order to attract more listeners to these programs.

FINANCIAL PLAN AND ANALYSIS

Financial plan and analysis section in this business plan is prepared on the basis of information gathered in the market survey. Key organizations contacted to gather the information regarding the possibility of selling the air time. On the basis of conservative estimates, the revenue was estimated as indicated in annex 2. The revenue was projected on the basis of increase in the air time transmitted by Midlands 104 FM. The marketing budget was estimated to be R60 000 per annum for initial years and it increased in proportion to increase in the air time transmission.

All other expenses are assumed to increase in the same proportions as increase in air time of transmission. All the equipment and infrastructure facilities are depreciated at the rate of 10% per annum. Total capital is estimated to be R1 803 575,03 which



comprises total equipment and infrastructure facilities to be installed and pre-operating expenses incurred in different surveys and preparatory works. The total working capital includes the inventory of consumable materials for one month and monthly cash expenses.

Fixed capital R1 955 907,70 Pre-operating costs R209 500 Working capital Total initial capital. The sources of different capital will be grants so far received by Mpumelelo Sport and Culture Experience for Midlands 104 FM in the form the equipment and infrastructure facilities and doing surveys. The rest of the capital is the initial investment from the side of Mpumelelo Sport and Culture Experience. Yonke Imizamo Productions has committed R500 000 and Rumbile Pty Ltd will contribute R120 000 toward rent.

It is assumed that after the pre-operating period Midlands 104 FM came into operation. The operating period of Midlands 104 FM in 2021 is assumed to be a proportion of the year i.e. from the period the license is awarded. It is assumed that Midlands 104 FM will not be able to generate revenue in this year but has to incur expenses. Therefore, it will incur operational deficit of R1 545 407.70.

It is expected that Midlands 104 FM will start generating revenue from the second year of operation after the promotion of the station for six months during the first year. Even in the conservative assumptions the Midlands 104 FM is expected to generate surplus from the second year of its operation. Critical is the Midlands 104 FM should approach different social organizations to sell their air time. This action required business approach to market the air time to the sponsoring organizations.

In order to maintain cash flow of its operation in the first-year grants amounting to R1 545 407.70 is required. Midlands 104 FM should procure the required equipment amounting to R1 886 618, 70 during the first year to make it ready to increase air time to 9 hours in 2022. Looking at the cash flow position of Midlands 104 FM in 2021 this equipment can be procured from the internal sources and grants amounting to R1 545 407.70. The internal source will be able to cover the rest of the cash requirement.



The pro forma income statement, cash flow statement and break-even analysis show that Midlands 104 FM as a unit will be financially sustainable by the year 2023 onwards. The income statement shows encouraging surplus and cash position is very comfortable to sustain the expenses from 2024.

Midlands 104 FM is expected to break even in the third year and expected to have surplus in the fourth year. Midlands 104 FM will be careful to minimize the fixed costs of human resources.



Annexure 1: FOUR YEAR STRATEGIC PLAN MIDLANDS 104 FM

Vision, Mission and Guiding Principles

Vision
Mission Provider and promoter of new knowledge and direct access to new skill as well as assist to protect and promote local knowledge, skills and wisdom for the creation of equitable society and integration Midlands people into the national mainstream.
Guiding Principles In order to be effective and committed for the sustainability the RKFM will adopt following points as its values <ol style="list-style-type: none">1. Pro-cultural diversity: Midlands 104 FM will respect the cultural differences and design and implement radio programs to promote social harmony and peace among the population2. Promotion of gender and social equity: Midlands 104 FM will design and implement programs which will ultimately promote the good relationship between men and women, poor and rich and always try to uplift the backward section of the society through special programs3. Promotion of local sustainable development and environment: Midlands 104 FM will always in favor of sustainable development and environmental protection. To keep this value Midlands 104 FM will never conduct programs that are against sustainable development. Similarly, Midlands 104 FM will design and implement programs to promote good social and physical environment



4. **Promotion of culture of peace:** Midlands 104 FM will always promote the culture of peace by designing and airing programs which can contribute to promote peace in the society
5. **Proactive to change:** Midlands 104 FM will introduce new concepts, technologies, approaches, knowledge and skills which can help local population to transform the society
6. **Peoples right of information:** Midlands 104 FM believes that “information” is one of the fundamental rights of people. With this clear stand, the Midlands 104 FM will design and impart information which are important for the population

MIDLANDS 104FM STRATEGIC PLAN

SUMMARY OF PROGRAMMES	INDICATORS	RISK FACTORS	RISK MITIGATION MEASURES
Goal: Midlands 104FM established as powerful means of information to create cultural, social, economic and civic awareness amongst people of uMgungundlovu District			
Purpose: Midlands 104FM as self-reliant broadcasting institution	By the end of the 4year program Midlands 104FM: • Will be able to earn and meet its operational costs • Will have earned and deposited surplus budget to meet operational for additional one year. • Will have enough local human resources developed with all basic skills to operate community radio station	• Financial statement and audit report • Annual progress report of Midlands 104FM	
Result 1: Midlands 104FM strengthen and operational as broadcasting organization Activities: 1.1 Prepare and adopt financial and personnel management manual 1.2 Prepare and implement annual plans 1.3 Develop networks with relevant organizations 1.4 Carry out program supervision, monitoring and evaluation	By the end of 4year program, following elements of institutional sustainability can be observed in Midlands 104FM: • Clear personnel system developed and adopted • Clear and participatory planning process developed and adopted • Two- way organizational communication system developed and functional • A work station with enough spare parts for repair and maintenance stabled	• Institutional operational manual • Financial operational manual • Listeners' survey report • Inventory record	



<p>Result 2: Information and entertainment needs and wants of local people satisfied through Midlands 104FM</p> <p>Activities:</p> <p>3.1 Carry out information and entertainment needs and wants of local people</p> <p>3.2 Design programs according to needs</p> <p>3.3 Produce programs according to design</p> <p>3.4 Develop program implementation action plan and air the programs as planned</p> <p>3.5 Collect feedbacks on and improve programs regularly</p>	<p>By the end of 4 years</p> <ul style="list-style-type: none"> • 90% of Midlands 104FM programs are designed and implemented based local information and entertainment needs and wants. • 40% of coverage population will listen the Midlands 104FM • Regular health checkup by Midlands 104FM coverage area people in health institutions will increase by additional 20% by the year 2022 and additional 20% will increase by the year 2024 • School drop-out rate in the schools of Midlands 104FM coverage area will decrease by additional 15% in the year 2022 and additional 15% will decrease by the year 2024. • School enrolment of students in the schools of Midlands 104FM coverage area increased by additional 15% in the year 2022 and additional 155 in the year 2024. <ul style="list-style-type: none"> • By the end of program, social ills and superstitions* reduced <p>-----* *Social ills and superstitions means:</p> <ul style="list-style-type: none"> • Untouchability • Rape and Child Abuse • Gender Based Violence • Polygamy • Unbalanced food habits • Discrimination between sons and daughters 	<ul style="list-style-type: none"> • Listeners survey report • Program logbook • Annual reports of DOH • Annual report of DOE • Survey report on status of social ills and crime statistics 	<p>Other development activities will be implemented on a regular basis in Midlands 104FM coverage area of uMgungundlovu District</p>	<p>Lobby for regular implementation of development activities</p>																																								
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MIDLANDS 104FM STRATEGIC PLAN

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Annexure 2: FINANCIAL PLAN

CAPITAL

Details	Amount
Donation- Yonke Imizamo Productions	R500 000,00
Donation – Rumble Pty Ltd	R250 000
MDDA- Grant	TBC
Cultural Survival	R150 917,00

OPERATION PLAN

ANTICIPATED	CAPITAL	EXPENDITURE	YEAR 1	YEAR 2	YEAR 3
CAPITAL EXPENDITURE	Broadcasting Equipment	R1 886 618.70	R1 886 618. 70		
	Rent	R12 000	R144 000	R159 000	R176 000
	Licence Fee	R3 289	R3 289		
	Furniture	R66 000	R66 000		
			R1 955 907.70	R159 000	R176 000
OPERATING EXPENDITURE	Telephone	R2 500	R30 000	R33 000	R36 300
	Marketing	R6 000	R6 000	R8 000	R10 000
	Stationery	R20 000	R20 000	R24 000	R30 000
	Salaries	150 000	R150 000	R165 000	R184 000
	Website	R3 500	R3 500	R3 700	R4 000
	Maintenance			R45 000	R22 000
			R209 500	R212 500	R286 300
			R2 165 407.70	R371 000	R462 300



9. CONTROL

APPENDIX 9.1

CONTROL AND MANAGEMENT

iii. CONTROL

Mpumelelo Sport and Culture Experience (MSACE) is a non-profit organization (156-585 NPO) registered on 05 August 2015, operating in Pietermaritzburg with the objective of keeping the local children out of the streets by starting community radio station focusing on developing the local community. The proposed radio station will be called **Midlands 104 FM**. This radio station will provide a mechanism for enabling individuals, groups, and local communities to tell their own stories, to share experiences. It will also act as a vehicle for the community, civil society, agencies, NGOs and citizens to work in partnership with us to further community development aims.

INTERIM BOARD OF DIRECTORS

No	Name & Address	PORTFOLIO	QUALIFICATIONS	IDENTITY NUMBER
1.	Mr Bhhekinkosi Eric Radebe 10 Oribi Road 3201 Pietermaritzburg	(Risk & Security Management) Chairperson	Bachelor of Laws (LLB) Bachelor of Arts (Police Science) National Diploma in Police Administration	641006 5602 083 South African
2.	Ms Nomvelo Mkhwanazi 10 Jabu Ndlovu Street 3201 Pietermaritzburg	Policy Development Deputy Chairperson	Bachelor of Social Sciences (Legal Studies) Bachelor of Laws (LLB)	940724 0922 088 South African
3.	Ms Mandisa Barlow 1 Skhumbuzon Ngwenya Road 3201 Slangspruit PMB	Secretary	Bachelor of Arts National Diploma in Public Relations	891004 0795 082 South African
4.	Mr Sithembiso Dlamini 3 Copsville 3201 Pietermaritzburg	Station Manager (ex-officio)		750406 5605 085 South African
5.	Ms Nomaswazi Mnisi 850 Unit 18 3201 Imbali PMB	Chief Financial Officer (ex-officio)	Bachelor of Commerce in Finance & Supply Supply Chain Management	920302 0763 083 South African
6.	Dr Bongane Mabaso 11 Boom Street 3201 Pietermaritzburg	Finance and Information Technology	PhD Technology Management Master of Commerce Master of Science Bachelor of Science	730120 5436 087 South African
7.	Ms Nhlakanipo Msimang 19 Hubert Road 3201 Boughton, PMB	Programmes & Marketing	Bachelor of Social Science Honours - Management	830219 0630 089 South African
8.	Mr Nkululeko Mkhize 15 Berg Street 3201 Pietermaritzburg	Human Resource & Skills Development <i>Representing</i> Mpumelelo Sport and Culture Experience (ex-officio)	Bachelor of Commerce in Management and Human Resource	850616 6528 081 South African



The Station Manager and the Chief Financial Officer will be ex-officio members to the Board of Directors and Mr Nkululeko Mkhize will also be an ex-officio member representing MSACE.

The members of the interim Board of Directors are people that are well educated and have a sole interest of developing and uplifting the lives of the local people. These individuals hold various senior and strategic positions in various organisations. The main function of the board will be strategic management of the station, soliciting funds/grants and policy decisions.

The Board of Directors will make sure that the station complies with all relevant laws, regulations and codes of good practice. They approve the policies for the station. Two of our interim board member have Law Degree, and this will assist the station to adhere to the laws of the country and to help with identification of risk areas and performance indicators. The Board will also assist with the development of a corporate code of conduct. The Board will also be responsible for appointing and supervising the Station Manager, approving the appointment of the senior management of the station, monitoring implementation of the Board's plan but most all to support the station manager in fundraising activities through its network.



iv. MANAGEMENT

MANAGEMENT COMMITTEE

Directly under the board of directors will be a station manager. The station manager will be the member secretary of the board. The station manager will be authorized to enter into contract with third party organizations. Under him will be different sub-committees and departments namely program department, technical department, administration and marketing department.

The day to day management of the station will be handled by the following management team:

INTERIM STATION MANAGEMENT

No	Name	PORTFOLIO	QUALIFICATIONS	IDENTITY NUMBER
1.	Mr Sithembiso Dlamini 3 Peugeot Terrace Copsville 3201 Pietermaritzburg	Station Manager		750406 5605 085 South African
2.	Ms Nomaswazi Mnisi 3 Copsville 3201 Pietermaritzburg	Chief Financial Officer	Bachelor of Commerce in Finance & Supply Chain Management	920302 0763 083 South African
3.	Mr Thulani Maphumulo 4 Bourne Avenue 3201 Lincoln Meade PMB	Marketing & Communications Manager	Bachelor of Technology in Public Relations Bachelor of Technology in Public Management Senior Teachers' Diploma Advance Certificate in Education (ACE) Travel & Tourism Sales & Marketing Management Certificate	750629 5631 088 South African
4.	Thato Motsepe 17 Boshoff Street 3201 Pietermaritzburg	Studio & Technical Manager	Bachelor of Practical Music Diploma in Sound Engineering	860308 5794 082 South African
5.	Thobeka Ngcobo 22 Burger Street 3201 Pietermaritzburg	Brand & Programmes Manager	Bachelor of Business Administration in Brand Building and Management	951001 0247 087 South African

The team members have necessary skills, qualification and knowledge to take this radio station to the great heights. Our Station Manager has extensive experience in community radio station as he has worked at Radio Pietermaritzburg and Capital 104 FM, and our Marketing & Communications Manager holds a degree in Media Studies and Public Relations and has worked for uMgungundlovu FM and Capital 104 FM. Our Chief Financial Officer holds a Bachelor of Commerce degree in Finance & Supply Chain.



Station Manager and the Chief Financial Officer will be the ex-officio members of the board, and the Station Manager will account to the Board of Directors. The management responsible for daily operations reporting to the Station Manager. The Board of Directors will not interfere with of operations and the daily running of the station.

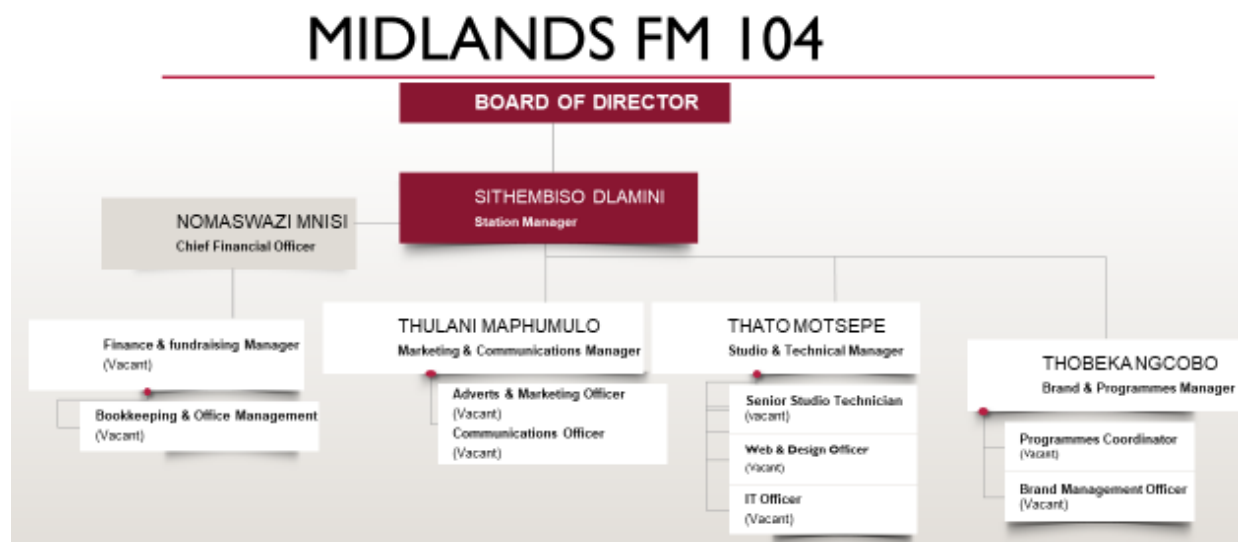
The management team will assist the Station Manager in plan, initiating, monitoring and evaluation of projects to fulfil the mandate of the licensee. Once the licence has been obtained the Station Manager will commence with the recruitment of staff and volunteers including drafting of contract, signing performance agreement, training the staff for sound human relations and operational skills.

The management team once it has been appointed will be responsible for assisting the Station Manager to managing daily operations. The Station Manager will delegate control of other department like programming, sales, marketing, news, music, finance, technical and administration. It will be one of the duties of the Station Manager to instill discipline through written and approved policies that detail corrective actions and procedures, networking and meeting potential clients, funders and donors.

The Station Manager will ensure that the licensee affiliates/signs with the relevant forums such as the National Association of Broadcasters and the National Community Radio Forum.



v. PROPOSED ORGANOGRAM





APPENDIX 9.2

9.2 None

9.3 None



APPENDIX 9.4

CONTROL AND MANAGEMENT

9.4 The ownership is 100% held by historically disadvantaged persons.



10. RADIO FREQUENCY SPECTRUM

10.1

11. GENERAL

11.1 **NO.** The registrant, Midlands 104FM intends becoming a member of the Advertising Standard Authority as per section 55(1), upon licence approval.

11.2 **NO.** Midlands 104FM intends becoming the member of the compliance body and abide by its code of conduct as contemplated in section 54(3) of the Electronic Communications Act, 2005.

Midlands 104FM shall upon approval of its licence application join and become a member of the BCCSA and adhere to its code of conduct to ensure accountability and enhanced value and service delivery.

11.3 The percentage annual revenue which is proposed to be drawn from:

11.3.1	Advertising	: 100
11.3.2	Sponsorships	: 100
11.3.3	Subscriptions	: 100
11.3.4	Donations	: 100
11.3.5	Grants	: 100
11.3.6	Membership fees	: 100

11.4 **NO**, we are not a party, movement, body or alliance which is of a party-political nature.

11.5 **NO**, the registrant has never been convicted

11.6 **None**



11.7 CONTACT PERSONS DURING REGISTRATION PROCESS

NAME AND DESIGNATION	
1	Eric Sthembiso Dlamini
	Station Manager
2	Telephone Numbers
	C: 074 732 3257
	T: 033 396 1178
	E: jdavis.loatle@gmail.com
	midlands104@gmail.com
3	F: N/A
4	Physical Address
	03 Peugeot Terrace
	Copesville
	Pietermaritzburg
	3201
5	Postal Address
	Same as above

See Board of Directors resolution attached hereto as Appendix 11.

