**BUSINESS PLAN FOR MPUMA KAPA COMMUNITY RADIO ATTACHED AS APPENDIX 8.3**

**Business plan for MPUMA KAPA FM**

**EXECUTIVE SUMMARY**

Mpuma Kapa is a newly established community radio in the province of the Eastern Cape, where it will cover among the place Nelson Mandela Bay and the Buffalo City Metro. Some of the places that we will be covering are the districts such as Amatole, Makana and possible part of Cacadu district municipality. Our programming will be more community involving kind of a program. We will be more on development issues and empowerment for our communities.

Our programming makes provision for different age groups where we strive to cater for young, old, unemployed. Employed, for educated, uneducated. Women empowerment and youth development is one of our aim in this new unique community radio station. Our program will be reviewed on a regular bases. Through our programming we will be able to address some of the challenges faced by communities in our province like women abuse, gender equality, music talents and other issues.

**Mission**

Our mission is a commitment to provide on alternative professionally run community radio station in the Eastern Cape. we are committed in promoting our culture, language and ubuntu in this province. Mpuma Kapa fm is committed to inform, educate and entertain our communities in the province. We will be the training place for our people in this province. Our aim is to make sure that we develop talents that are hidden in our youth and people who are interested to grow and empower our communities in order to create jobs and opportunities.

**Vision**

Our vision is of quality, creativity, upliftment, independence among our people

**Values**

Honesty

Respect

Integrity

Good attitude

**Community participation and development**

In terms of community participation there are deferent ways that individuals of the community can participate in providing and choosing programming and contributing in our topics during the live show as well

Phone – ins – the telephone number of the station will always be mentioned by presenters and also it will be in our social media networks. So it means they will be to call and participate

Letters – we will also encourage the community to write letters which they can be dropped at the station, they can post them if they feel like doing that too. They can write anything they wish to like the suggestions about the programming. They can also write their opinion about the topics or suggest about the topics they would like the station to do in some certain shows.

SMS – more than 90% of people in the community own cellphones so we will be able to create sms line in order for people to participate in our programming. They will also be able to suggest and advice in the same number. The number will be available to our social media networks as well and the presents will always say it live on air during their shows. Our sms line will charge at standard sms rate.

Direct – we will embark on a campaign to meet the community where they are. Our marketing team will strategies and make sure that we do a marketing drive in our area of coverage. In this way will also be training our staff of how to conduct outside the studio and we will be inviting the members of the community as part of the development for the community. Our aim in future is to form satellite studios in places where the main studio is far from them, since we will be covering most part of the province that will help the community to access their station.

Social networks – we will establish social network like whatsapp, facebook etc. community individuals will be able to do a voice note, whatsapp text, facebook massages too for those who have an access to social media. Also they will be encouraged to write on our facebook page as well. Each program will have its own facebook page where they can see what will be in each program. We will also cater for those who only use tweeter account will be able to use it.

Public forums – we will encourage community to form a group that will be part of the station as we will be having a listenership club. They will report to the station on a monthly bases to see the suggestions of the community. They will discuss their ideas in those forums.

Public meetings – we will also organize public meetings for the community. This will be another platform for the community in our areas of coverage and its where we will get the feedbacks from the community and we will also do the same to them. Its where also they will be thought about community radio participation.

**Political branding in the station and affiliation**

Wearing of any political movement party is prohibited in the station premises of Mpuma Kapa fm by a member of the station

No member of the station will be allowed to be in the executive or office bearers of any party or movement of political party and movement

Political branding of any political party or movement at the station is prohibited

ORGANOGRAM

COMMUNITY

BOARD

MANAGEMENT MARKETING AND SALE

PROGRAMMING NEWS LEADER

PRESENTERS

FINANCES ATTACHED AS APPENDIX 8.2

Start up budget and financial requirement

Below is the start - up required

**Items amount**

Sentech frequency 150 000

Organizational costs 10 000

Studio equipment 1,5000

Communication 600

Internet 1500

Office equipment 1800

3 to 5 years projection

**Title year 3 year 4 year 5**

Station manager 5000 6000 7000

Program manager 3000 4000 5000

Marketing and sales 3000 4000 5000

News leader 2500 3000 3500

Presenters 1000 1200 1500

Samro 2000 3000 4000

Auditing 3000 3500 4000

Telephone and ADSL 3000 3200 3300

Security2 5000 6000 7000

Cleaner 2500 3000 3500

Financial admin 2200 2500 2800

Rent water and electricity 3500 4000 4200

Total 35 700 44400 59800

This is a new establishment with experienced people in the industry. We have an advantage to play a meaningful role towards a community development. Mpuma Kapa fm will have a what you call Mpuma Kapa foundation which will help the upliftment of the community. This foundation will help the community in terms of the development and upliftment of our community in our area of coverage. Our purpose is to support the needy people in our community. This foundation will also deal with health issues like primery health care as well as education, unemployment and poverty in our communities.

Footprint and broadcasting area

Map

**Current organizational structure and functions**

We are registered as Community Chest a co that is not looking for a gain that is a non profit making organization. The station will be controlled by the board of directors which will be elected every five years.

**Programming schedule ATTACHED AS APPENDIX 5.4 OF FORM B**

Monday to Thursday

05h00 – 09h00 Masivuke breakfast show

09h00 – 13h00 Masizenzele

13h00 – 17h00 Siyabuya

17h00 – 18h00 Local current affairs

18h00 – 22h00 Talk show

22h00 – 02h00 Training

Changes for Monday to Thursday

Wednesdays 10h00 – 11h00

Thursday 09h00 – 11hoo

Fridays

05h00 – 09h00 Masivuke breakfast show

09h00 – 13h00 Masizenzele

13h00 – 17h00 Siyabuya

17h00 – 21h00 Eastern Cape music talent show

21h00 –01h00 Training

01h00 – 05h00 Training

Saturdays

05h00 – 09h00 Siyaphi

09h00 – 13h00 Uphuhliso lwetalente with children’s program

13h00 – 16h00 Jazz and

16h00 – 17h00 Choral music

17h00 – 18h00 Sport

18h00 – 22h00 Ezasemakhaya

22h00 – 02h00 Training

02h00 – 05h00 Training

Sundays

05h00 – 09h00 Masimdumise

09h00 – 13h00 Local top 30

13h00 – 17h00 Traditional music

17h00 – 18h00 Sport

18h00 – 22h00 Old school kwaito

22h00 – 02h00 Training

02h00 – 05h00 Training

Local music will be 60 percent

Current affairs will be done every day from Monday to Thursday each day for an hour and news will be locally sourced. There will be 64 minutes of news hourly and our peak hour will be six in the morning until six in the afternoon.

**Disclosure** -

We have no one either in the management nor board member who is involved or member of a party or movement of a party political nature and we also do not have any member in the management and board who have anyone related to each one of them or who is in any position.

Projects reporting on management, governance and finances

The management is responsible for the running of the station on day to day bases. It is the responsibility of the management to implement the policies that will be formulated by the board of directors of Mpuma Kapa community radio. The management will be lead by the station manager who sits at the meetings of the board to represent the management as an ex officio member. The station will embark on a strategic marketing plan to lobby the community to listen to their station in numbers and also to speak to the business to come and support the station financially by buying the advert for their business to grow. We will make sure that we audit our finances in order for the station to comply at all time. The finance department will be responsible for the auditing of funds of the station at all times. They will also make sure that the station has someone that knows the ins and out of the finance department with the help of an accounted who will look at the financial books of the station at all times. Petty cash will be controlled on month to month bases, they will also make sure that whoever is responsible for the departments like news programming marketing etc. are bringing receipts when they come back form buying what ever his or her department was in need of.

**Corporate governance**

This is a non - profit making organization which is controlled by the community through the election of the board by the community where the board is given the mandate by the community to take the responsibility of leading the community radio station. The board will formulate policies and the management which will be accountable to the board of directors of Mpuma Kapa community radio station. They management will be implementing the policies that will be formulated by the board of directors. The AGM will be the deciding event of the station where the board is being elected by the community, its also where the resolutions are taken by the community to mandate the board and also its where the amendments to the constitution are made and become the resolutions for the board to go and make sure that it is followed on protocals. The board will allow the members of the community to elect members that will sit in various sub committees when they are needed for the purpose of progress in the station. The board will be responsible for the fundraising by coming up with strategies that will be delegate to the management. The board will liase with the station manager as the one that lead the management committee that runs the day to day activities of the station. At the other hand the board will not be responsible for the running of the station on day to day, but the station manager will inform the board when there is a crisis in the station in order for the board to come and have a meeting that will resolve the issues.

Demand need support including profiled community broadcasters in the coverage area and programming forward

We expect about 10 000 to 15 000 listeners in the first year of operation as the station. We expect more as times goes because the way they show interest. Our station has potential to grow bigger and bigger through our marketing.

Challenges facing the Eastern Cape is the high number of unemployment and poverty as well. There is a lack of education and skills development in our province. So many schools in this province do not provide after school activities for their learners. It subsequently results in unsupervised time for youth, unprotected sex, teenage pregnancy, crime consequently substance abuse and also other negative behaviors which also become a daily routine for those adolescence.

The scourge of HIV and Aids remains one of the biggest challenges in the country as a whole which is facing our province therefore it is not immune when it comes to that. Now there comes another biggest challenge which is the newly found covid 19 which also in all over the world like HIV and Aids did to the world. It is now an additional challenge in our province of the Eastern Cape where it rises day by day week by week and months to months.

**Community participation and development**

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Public forums – we will encourage each community to form a group that will be part of the station as we will have a membership listeners club. They will report to the station on a monthly bases to see the suggestion of the community. They will discuss their ideas in these forums.

Public meetings – we will also organize public meetings for the community. This will be the platform for the community, its where they will also be taught about community radio participation.

Nature of services to be licensed

Provide description of the service to be provided

Being involved in community radio for close to 15 years in this province in Amathole and NMB community radio stations

We saw that there is a need for a unique community radio station for the province of the Eastern Cape to be more of xhosa broadcasting radio station (90% xhosa, 10 % Engliish) catering all xhosa age groups of our province. The xhosa speaking population in the above - mentioned area of coverage are very big and seeing that xhosa is the number one most spoken language in the province of the Eastern cape. We saw that a xhosa community radio will cater for this market. Taking into consideration that the current community and other radio station and other radio stations in our area of coverage(listed below) cater for different markets

* **BCM** – Izwi lethemba
* Kumkani fm
* Mdantsane fm
* Link fm
* **NMB –** Nkqubela fm
* Bay fm
* Ifm
* PEfm
* **Amathole district municipality**
* Ngqushwa fm
* **Makana district municipality**
* RMR
* **Ndlambe district municipality**
* Ndlambe fm
* **Sarrah Barthman district municipality**
* There is no radio in this municipality area
* **Sunday’s river municipality**
* There is also no radio in this municipality area

**Operating policies**

* **Human resource development policy**
* All staff is entitled to twenty working days to skills development after being in the employment of the station for one year
* If needs to be the station manager can decide to increase the number of days for skills development
* The station manager can authorize training for staff if she he has not been in the station employment for a year
* The staff member and station manager will negotiate the time for the training that would be suitable for both the employee and the employer
* **Gender policy**
* We will promote a gender friendly environment
* At least 50 per cent of all the presenters must be women in order to promote women voices on air
* All presenters and producers will seek out the voices for interviews
* Women will be represented as positive role models on air and not be represented in a marginalized way
* **Programming policy**
* The station will ensure that there is active community participation and involvement on all levels of the station and also ensure that there is reasonable capaci9ty to manage such participation
* Management will facilitate creation of program committee and listeners club to ensure that there is a balance between phone in and write in prog to ensure that all listeners have equal chances of participating in on air competitions and maintain balance between live and pre - recorded program
* The station will commission the management to explore creative ways of engaging the communities in programming planning production and presentation
* There shall be independent prog overview and compliance committee nominated by communities in public basis attend to public complaints develop further programming policies and make recommendation to the board
* All recommendations shall be validated with by management committee before submission to the board the PRCC with consultation with the board shall design its operational guidelines
* **Training policy**
* Every person working or volunteering at this station will be entitled to training or any form of exposure related to his or her job and designed to enhance his he knowledge and capacity
* The station shall keep a training database which contains names of potential trainers on institution training required by the station with the specified names of people training needs etc. the training co Ordinator shall be responsible for updating the station database
* The management shall design and use a training questionnaire to select personnel for the training courses selection criteria shall include the need work relevance and desire
* All persons who shall acquire training on who will be sent to attend training by the station shall be compelled to work for the station for maximum period of twelve month after the training this period shall be calculated commencing from the last date of the training the management shall introduce a training contracts for this purpose which must be signed by employee or volunteer before attending any training
* Any person attending training course shall undertake to write a report and imoryt his/her skills and knowledge acquired from the training in any possible way as agreed between him her and the training co Ordinator
* Training courses shall be organized in such a way that it benefits every person working or volunteering for the station religious beliefs gender etc. the state of women and children working for the station directly or indirectly shall be considered members of the community falling within the broadcast area shall have access to in house training workshops the management shall workout a selection criteria in this regard
* **Language policy**
* The main broadcast language for the station shall be xhosa English and Afrikaans local dialect shall be encouraged at all all time however all other south African languages may be used all presenters must be able to communicate and understand at least two of the main languages no vague or abusive words shall be used on air violation of this policy may result in dismissal the station shall also encourage co presentation in order to address language equity
* **Music policy**
* The station shall restrict itself to of local music and per centage international music
* The management shall appoint a music compiler and introduce a play list which must be adhered to by all personnel the play list shall be compiled in consultation with all presenters producers music cd’s etc. shall be kept in a safe place and only the music compiler and the program manager shall have the access to the keys
* The management shall enter into an agreement with the south African music rights organization or any other body with similar status
* The station may restrict broadcast of certain music in certain program THE EBCC SHALL BE TASKED TO investigate music filling within the category
* Music will be edited and mastered before going on air no music with vague language will be aired any music coming to the station will be heard and approved before allowed to be played presenters will only play compiled music by music compiler
* **News policy**
* **Types of news**
* The station shall broadcast local news stories that are primary health care and community development orientated and other stories that are of interest to the community however other stories that are of regional national and international interest shall accorded less coverage
* **Selection of news stories**
* The management in conjunction with the news editor shall design a criteria of selecting news stories such criteria shall be retrieved from time to time
* **News style**
* The management shall encourage a news bulletin of not more than five minutes in case of bulletin being longer than five minutes it must not exceed seven minutes the bulletin shall have the following logical sequence news jingle greetings buy the presenter begin by presenting himself or herself and the name of the station time of the bulletin a maximum of two leading stories and one secondary story
* News headlines full news content starting with leading stories followed by secondary stories the presenter concludes by stating his/her name and the name of the station and final state time for the next bulletin then a closing news jingle
* **News reporting**
* The station shall explore all possible creative and cost - effective mechanisms of gathering news the policy encourages that specific key person in the community be identified to assist in reporting news and in addition the news editor shall ensure that the station uses an effective local contract listing the news editor may addition recomnend that the station should enter into a contract with national news agencies
* **News presenting**
* News presenter must rehears news bulletins before going on air they must be comfortable and fluent in the language used in the bulletin news presenter must avoid stammering at all times as this my sistant the bulletin news presenter must be in the studio with the bulletin as last five minute before the time of the bulletin
* **News coverage**
* The station shall provide 60 per cent local n
* news 25 percent regional news 10 percent national news and 5 percent international news the station shall also dedicate at least 3 times per day for local news only the PRCC and the community shall be encouraged to monitor adhere to this policy through regular news advert
* **Financial policies**
* **Signing of cheques**
* There shall be 3 signatures approved by the board and registered with the bank any two signatures shall have powers to co authorize and sign cheques no cheques shall be signed without supporting documents and cash cheques should be avoided at all times
* **Petty cash**
* An admin should keep a monthly petty cash of not less than R600 this amount shall be reviewed by the management and the board as regular as possible in case of a second requisition for petty cash within the same month the management may reject or approve this requisition petty cash must be reconciled every week
* **Financial books**
* In order to maintain efficient and acceptable financial standard the admin shall use the authorized financial books a records etc. all financial books or record must be kept under lock when not in use only the admin and or station manager shall have access to the keys unless a permission or authorization has been made buy the management or the board to be handed to any other person administration shall ensure that all the requisition are processed every month for the week unless otherwise
* **Marketing and advertising policies**
* **Rate card**
* Airtime shall be sold and bought as per rate card the station shall use compatible ratees which are determined by a market oriented formula the board shall have powers to authorize significant changes on the rate card in consultation with agencies that is changing rates or
* **Marketing kit**
* The station shall maintain a uniform and informative market kit which shall be used for marketing purpose the marketing kit shall maintain material such as flyers brauchers business cards rate cards etc.
* **Advertising restrictions**
* The station shall broadcast all types of products except tobacco and liquor the station shall review other products
* **Advert script**
* All scripts shall be designed in an attractive and entertaining gender sensitive listenable easy to understand and using a simple language as per the station language policy
* **Specials**
* The management shall use strategic marketing and advising mechanism that encourage specials on selected days and or seasons all specials shall be designed in such a way that the station shall not loose the same principle apply to item discounts
* **Discounts**
* All discounts shall be approved by management discounts must be properly recorded and reported to the person responsible for invoicing and debt collecting no discounts exceeding 10 percent in 3 consecutive month shall be authorized
* **Advert flighting schedule**
* A flighting schedule shall be compiled and or charged every week by the marketing and advertising manager in consultation with the program manager it must be placed in the studio before the commencement of the week as convenient as possible the marketing and advertising manager shall monitor advert to the presenter to the schudulled presenter presenter shall flight the advert as per schedule and sign after wards
* **Sales representatives**
* The station shall contracts representatives 5 times unless otherwise sales representatives shall be registered and subjected to pay tax as required by taxation standards of the republic all sales representatives shall be required to wear formally
* **Market related material**
* The station shall use specially designed receipt books invoice books business cards etc. in order to avoid criminal acts and promote professionalism the management shall design a system that allows regular and direct communication with clients in order to address the specific needs
* **Code of conduct**
* The management shall develop the code of conduct for sales representatives any act contravening this code of conduct shall result in dismissal
* **Promotions**
* The station shall engage its sales representatives in outdoor shows all shows shall be arranged as per the promoters rates designed by the management rates shall be inclusive disbuntsments
* **Recruitment**
* Special emphases will be placed on the recruitment of members from the previously disadvantaged groups be it for employment or voluntarily we will strive to reflect the demographic of the geographical areas covered by its broadcasting in all aspects of the station all qualifications as accepted by South Africa qualifications authority (SAQA) will be accepted the process for recruitment will entail the following identify the need for the position drafting of job description advertising internally short listing interviewing decision making of sii8table candidates’ second short list and interview can be held if the need arise
* Resolutions attached as APPENDIX 11.9 of form B

The following are the resolutions taken at a meeting held on the 19th of March 2020 by the prepatiions committee

This meeting held in King William s town at 14h00

The agenda was as follows

Opening prayer by the meeting by the then member of this committee who since passed on as the chairperson the late Mr Zwelenkosi Matole who also was a director of the meeting

Credentials – Mr Zwelenkosi Matole, Ms Vuyiswa Hulane, Mr Siphiwo Bhoqwana, and Mr Lutho Mbeve

The meeting discussed among other things the preparations for the process of applying for a community radio broadcasting licence, the money which is a fee to apply the signature campaign and the people that will be applying on behalf of the committee.

The meeting resolved that the two people to lead this application to ICASA will be Lutho Mbeve and Mr Siphiwo Bhoqwana and Mr Siphiwo Bhoqwana will be the applicant who will be signing the form to apply.