



# **SEYCHELLES BROADCASTING CORPORATION**

Programme Performance Based Budget Statements

2020

# Seychelles Broadcasting Corporation

## 1. Budget Summary

Consolidated Position	Budget (Amendment) 2020			2021	2022	
	Total to be appropriated	Compensation of Employees	Use of Goods and Services	Capital	Forecast	Forecast
P1:Governance Management and Administration	206,808	11,904	15,561	179,344	44,527	29,089
P2:Broadcasting Services	60,761	46,182	14,579	-	67,329	71,643
Total	267,569	58,086	30,140	179,344	111,856	100,732

## 2. Strategic Overview of Entity

### Mandate

The mandate of the Seychelles Broadcasting Corporation (SBC) is to organise and conduct public broadcasting services in order to inform, educate and entertain the public and to ensure an equitable representation of divergent views, as per article 168 of the Constitution.

### Major Achievements in 2018 and 2019

- Launched Digital Terrestrial TV (DTT);
- Launched Radio apps for Seychelles Radio and Paradise FM;
- Implemented RCS (Automated Scheduling and Payout) and 24-hr broadcasts for Radyo Sesel;
- Strengthened SBC's presence on social media and other online platforms;
- Launched a new, modern website;
- Relocated all SBC staff and operations from Union Vale to Hermitage HQ and subsequently demolished the old Radyo Sesel building, making way for ground-breaking and start of the new SBC Broadcast House project; and
- Improved live OB (Outside Broadcast) capabilities.

### Current Challenges

- Limited ability to enable or sustain SBC's digital transition and increase the quality and quantity of programmes due to inadequate funding;
- Negative public and stakeholder perception, whereby SBC is seen as not providing value-for-money to the taxpayer, nor satisfactorily fulfilling its mandate to educate, inform and entertain;
- Insufficient local content to satisfy the public's expectations and content generally to sustain two SBC channels in the DTT era;
- A fast-changing broadcasting sector, bringing alternatives to a demanding and sophisticated Seychellois public;
- Deteriorating SBC archives for both television and radio, which contain significant historic and heritage audio-visual material. These have been left on tapes in analogue form, and many have deteriorated or been damaged. The SBC archives can be a source of very good, compelling content, which can be repurposed to have many uses, including commercial potential;

- Expected improvements in the quality of SBC’s outputs, particularly news and local programmes production, are impeded by the inability to recruit and retain trained and competent personnel, as well as lethargy and lack of productivity in many areas;
- Lack of clear policies and guidelines, notably in human resources, health and safety, studio and on-air protocols negatively impact on application of professional standards;
- Lack of modern broadcasting tools, equipment and infrastructure, slow digital transition and badly maintained infrastructure pose threats to SBC’s ability to transmit its programmes and to the health, safety and welfare of its staff;
- Intrinsic design flaws and implementation errors in the DTT Project prevents the optimum use of the DTT capabilities, including leaving the broadcast-distribution network in the hands of a third-party, instead of SBC owning its DTT feeds network;
- Poor coverage and reception of the AM and FM transmissions due to equipment working beyond their useful lifespan and/or inability to repair or maintain them; and
- Inadequate risk management and mitigation plans with the SBC House Project, including ensuring that the contractor’s work is up to acceptable standards.

### Strategic Priorities 2020 to 2022

- Improve the quality (and quantity) of SBC’s output by increasing local content, improving the quality and standards of internal productions, developing new programme formats and production, repurposing the audio-visual archive materials, and acquiring more compelling and varied international content;
- Move SBC into the digital era, by rolling out Over-The-Top (OTT), on-demand and mobile services, digitising SBC’s archives, enhancing SBC’s online presence, investing in modern broadcast technology and equipment, amongst other projects to help assure SBC’s long-term relevance;
- Professionalise and optimise human resources by recruiting and training to ensure that SBC has a staff complement that is better prepared for the digital transition and other changes to the broadcasting landscape;
- Revamp and modernise infrastructure by completing the new SBC Broadcast House project, relocating the AM (Medium Wave) Radio Transmitter Infrastructure, and securing and modernising SBC’s Radio Transmission Network;
- Improve SBC’s funding situation and stakeholder engagement and collaboration; and
- Strengthen governance.

## 3. Budget Overview

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### Revenue

**Table 1. Revenue**

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>Consolidated Fund</b>	<b>84,968</b>	<b>131,311</b>	<b>136,106</b>	<b>267,569</b>	<b>111,856</b>	<b>100,732</b>
Main appropriation	84,968	131,311	136,106	267,569	111,856	100,732
<b>Total</b>	<b>84,968</b>	<b>131,311</b>	<b>136,106</b>	<b>267,569</b>	<b>111,856</b>	<b>100,732</b>

## Consolidated Expenditure Estimates

**Table 2. Consolidated expenditure estimates**

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>Programmes</b>						
P1:Governance Management and Administration	26,134	73,060	75,038	206,808	44,527	29,089
P2:Broadcasting Services	58,834	58,251	61,068	60,761	67,329	71,643
<b>Programme Total</b>	<b>84,968</b>	<b>131,311</b>	<b>136,106</b>	<b>267,569</b>	<b>111,856</b>	<b>100,732</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>82,640</b>	<b>85,371</b>	<b>90,166</b>	<b>88,226</b>	<b>96,266</b>	<b>100,732</b>
<b>Compensation of Employees</b>	<b>52,005</b>	<b>55,332</b>	<b>58,003</b>	<b>58,086</b>	<b>57,378</b>	<b>57,757</b>
Wages and Salaries in Cash	52,005	55,332	58,003	58,086	57,378	57,757
Wages and Salaries in Kind	-	204	131	120	120	120
<b>Use of Goods and Services</b>	<b>30,635</b>	<b>30,039</b>	<b>32,163</b>	<b>30,140</b>	<b>38,889</b>	<b>42,975</b>
Office Expenses	9,974	8,766	10,521	11,895	12,003	12,003
Transportation and Travel Cost	2,235	4,540	4,338	1,513	3,004	3,004
Maintenance and Repairs	1,625	1,481	1,907	1,790	1,790	1,790
Materials and Supplies	387	387	444	447	447	447
Other uses of Goods and Services	10,342	13,435	11,432	10,976	11,276	11,276
Minor Capital Outlays	6,073	1,225	3,390	3,400	10,250	14,336
<b>CAPITAL EXPENDITURE</b>	<b>2,328</b>	<b>45,940</b>	<b>45,940</b>	<b>179,344</b>	<b>15,590</b>	<b>-</b>
Non-financial Assets	2,328	45,940	45,940	179,344	15,590	-
<i>Building and Infrastructure</i>	2,328	45,940	45,940	179,344	15,590	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>84,968</b>	<b>131,311</b>	<b>136,106</b>	<b>267,569</b>	<b>111,856</b>	<b>100,732</b>

## 4. Approved New Spending Initiatives

**Table 3. New initiatives funded**

Programme	Name of new spending initiative	Priority objective	Description and motivation	SR'000s	Funding 2020	Funding 2021	Funding 2022
Technology and Technical	SBC Archives	Moving our Public Broadcaster into the digital era, thereby helping to assure its long-term relevance and future	Digital data archiving for easy retrieval for research and productions.	PSIP	-	-	-
				Compensation of Employees	-	-	-
				Goods and Services	-	-	-
				Minor Capital Outlays	-	2,000	-
				<b>Total</b>	-	<b>2,000</b>	-
			Transfer analogue tapes onto digital format to make significant historic and heritage material accessible and stop degradation of content.	PSIP	-	-	-
				Compensation of Employees	-	-	-
				Goods and Services	-	-	-
				Minor Capital Outlays	-	1,000	-
				<b>Total</b>	-	<b>1,000</b>	-
Programme	Name of new spending initiative	Priority objective	Description and motivation	SR'000s	Funding 2020	Funding 2021	Funding 2022
Technology and Technical	Acquisition of High-Tech Equipment	Improving the Quality (and Quantity) of SBC's Outputs	Structural Improvement of compromised mast and towers to ensure the safety of equipment, staff, and public; Replacing studio lighting system: Acquiring a multi-tract studio sound mixer; Acquiring new cameras to ensure quality and quantity of increasing coverage requirements: Install fire detection system at Hermitage.	PSIP	-	-	-
				Compensation of Employees	-	-	-
				Goods and Services	-	-	-
				Minor Capital Outlays	-	3,850	-
				<b>Total</b>	-	<b>3,850</b>	-
Technology and Technical	Acquisition of High-Tech Equipment (DTT/OTT)	Moving our Public Broadcaster into the digital era. SBC Services Enhancement. Investing in modern broadcast technologies and equipment that will help to improve efficiency, quality and delivery of services.	OTT Broadcast Solution to stay in line with customer demands, access global platforms and generate future income; Microwave Link Network to de-risk SBC's DDT current service distribution which is effectively in the hands of a third party and a commercial competitor in the broadcast sector; Enensys EdgeProbe global viewer; Monitoring of the DTT Service; Gap fillers to cover areas where DTT signals from the main transmitters cannot reach; Magicsoft playout for DTT; Streaming server charges	PSIP	-	-	-
				Compensation of Employees	-	-	-
				Goods and Services	-	-	-
				Minor Capital Outlays	-	-	10,936
				<b>Total</b>	-	-	<b>10,936</b>

## 5. Programme Performance

### Programme 1: Governance, Management and Administration

The purpose of the programme is to ensure good governance in accordance with the SBC Act and the laws of Seychelles.

The programme comprises the following sub-programmes:

- *Sub-programme 1 Finance, Administration and Human Resources:* Management of financial resources according to accounting standards and provision of administrative and human resources support; and
- *Sub-programme 2 Sales and Marketing:* Revenue generation and collection and providing support for public and stakeholder relations, international relations, communications and multimedia.

### Strategic Objectives and Measures

The table below sets out the performance measures by which the programme will be monitoring the achievement of its strategic objectives.

**Table 4. Performance measures for programme**

P1: Governance, Management and Administration						
Outcome	Increased commercial sales revenue					
Contributing indicators	2018		2019	2020	2021	2022
	Target	Actual	Target	Amended Target	Target	Target
<b>SP2: Sales and Marketing</b>						
1. Annual % increase of sales revenue from 2019	12,650,000	12,925,000	15%	5%	7.5%	10%

### Programme Expenditure

**Table 5. Consolidated expenditure estimates**

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>Programmes</b>						
SP1: Finance, Administration & HR	24,094	71,162	73,140	203,828	41,507	25,993
SP2: Sales & Marketing	2,040	1,898	1,898	2,980	3,020	3,096
<b>Programme Total</b>	<b>26,134</b>	<b>73,060</b>	<b>75,038</b>	<b>206,808</b>	<b>44,527</b>	<b>29,089</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>24,381</b>	<b>27,120</b>	<b>29,098</b>	<b>27,464</b>	<b>28,937</b>	<b>29,089</b>
<b>Compensation of Employees</b>	<b>9,862</b>	<b>10,853</b>	<b>13,524</b>	<b>11,904</b>	<b>11,828</b>	<b>11,979</b>
Wages and Salaries in Cash	9,862	10,853	13,524	11,904	11,828	11,979
Wages and Salaries in Kind	-	204	131	120	120	120
<b>Use of Goods and Services</b>	<b>14,519</b>	<b>16,267</b>	<b>15,574</b>	<b>15,561</b>	<b>17,110</b>	<b>17,110</b>
Office Expenses	7,456	5,978	7,647	8,915	8,973	8,973
Transportation and Travel Cost	1,205	3,006	2,699	129	1,620	1,620
Maintenance and Repairs	278	290	290	306	306	306
Materials and Supplies	110	123	133	127	127	127
Other uses of Goods and Services	5,471	6,666	4,673	5,965	5,965	5,965
Minor Capital Outlays	-	-	-	-	-	-

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>CAPITAL EXPENDITURE</b>	<b>1,753</b>	<b>45,940</b>	<b>45,940</b>	<b>179,344</b>	<b>15,590</b>	<b>-</b>
Non-financial Assets	1,753	45,940	45,940	179,344	15,590	-
<i>Building and Infrastructure</i>	1,753	45,940	45,940	179,344	15,590	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>26,134</b>	<b>73,060</b>	<b>75,038</b>	<b>206,808</b>	<b>44,527</b>	<b>29,089</b>

### Main economic classification by sub-programme

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>SP1: Finance, Administration &amp; HR</b>	<b>24,094</b>	<b>71,162</b>	<b>73,140</b>	<b>203,828</b>	<b>41,507</b>	<b>25,993</b>
Compensation of Employees	7,963	8,982	11,653	9,091	8,975	9,051
Use of Goods and Services	14,377	16,239	15,547	15,393	16,942	16,942
Non-financial Assets	1,753	45,940	45,940	179,344	15,590	-
<b>SP2: Sales &amp; Marketing</b>	<b>2,040</b>	<b>1,898</b>	<b>1,898</b>	<b>2,980</b>	<b>3,020</b>	<b>3,096</b>
Compensation of Employees	1,898	1,871	1,871	2,812	2,852	2,928
Use of Goods and Services	142	27	27	168	168	168
Non-financial Assets	-	-	-	-	-	-

### Programme 2: Broadcasting Services

The purpose of the programme is to use technology to provide high quality broadcast news, programmes and services on radio, television, online and through emerging media.

The programme comprises the following sub-programmes:

- *Sub-programme 1 News Current Affairs and Sports*: Produces news and current affairs programmes for information and education;
- *Sub-programme 2 TV and Radio Programmes*: Provides and produces programmes for information, education and entertainment; researches and develops new formats; preserves audio and video heritage; sources and procures content, scheduling and transmission of programmes; and
- *Sub-programme 3 Technology and Technical Services*: Provides comprehensive broadcast coverage through the choice of appropriate technology and the best utilisation of broadcast frequencies available; ensures high quality reception; and promotes research and development in order to ensure that radio and television broadcast technology are constantly updated. Will henceforth support delivery of programmes onto the multi-media platform.

### Strategic objectives and measures

The table below sets out the performance measures by which the programme will be monitoring the

achievement of its strategic objectives.

**Table 6. Performance measures for programme**

P2: Broadcasting Services						
Outcome	Improved public and stakeholders perception of SBC services					
Outcome indicator	2018		2019	2020	2021	2022
	Target	Actual	Target	Amended Target	Target	Target
1. % increase of average positive indicators from audience survey compared to previous year's average	-	-	10%	10%	5%	5%
Contributing indicators	2018		2019	2020	2021	2022
	Target	Actual	Target	Amended Target	Target	Target
SP1:News, Current Affairs and Sports						
1. Increase the number of current affairs programmes on TV	4	4	5	4	5	6
2. Increase the number of live local sports programmes on TV (on average per month)	3	3	3	3	4	5
SP2:Television and Radio Programmes						
1. Number of hours broadcasting locally produced programmes on SBC1	10,000	11,000	12,000	11,000	12,000	13,000
Contributing indicators	2018		2019	2020	2021	2022
	Target	Actual	Actual	Target	Target	Target
SP3:Technology and Technical Services						
1. Number subscribers of radio apps (Radio Sesel and Paradise combined)	4,000	5,947	8,000	12,000	14,000	18,000

## Programme Expenditure

**Table 7. Consolidated programme expenditure estimates**

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>Programmes</b>						
SP1:News Current Affairs & Sports	9,398	9,788	9,635	9,898	9,633	9,708
SP2:TV & Radio Programmes	18,511	20,910	21,091	19,525	19,511	19,587
SP3:Technology & Technical Services	30,925	27,553	30,342	31,338	38,186	42,347
<b>Programme Total</b>	<b>58,834</b>	<b>58,251</b>	<b>61,068</b>	<b>60,761</b>	<b>67,329</b>	<b>71,643</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>58,259</b>	<b>58,251</b>	<b>61,068</b>	<b>60,761</b>	<b>67,329</b>	<b>71,643</b>
<b>Compensation of Employees</b>	<b>42,144</b>	<b>44,479</b>	<b>44,479</b>	<b>46,182</b>	<b>45,550</b>	<b>45,778</b>
Wages and Salaries in Cash	42,144	44,479	44,479	46,182	45,550	45,778
Wages and Salaries in Kind	-	-	-	-	-	-



SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>Use of Goods and Services</b>	<b>16,116</b>	<b>13,772</b>	<b>16,589</b>	<b>14,579</b>	<b>21,779</b>	<b>25,865</b>
Office Expenses	2,518	2,789	2,874	2,980	3,030	3,030
Transportation and Travel Cost	1,030	1,534	1,639	1,384	1,384	1,384
Maintenance and Repairs	1,347	1,190	1,616	1,484	1,484	1,484
Materials and Supplies	277	264	311	320	320	320
Other uses of Goods and Services	4,871	6,770	6,759	5,011	5,311	5,311
Minor Capital Outlays	6,073	1,225	3,390	3,400	10,250	14,336
<b>CAPITAL EXPENDITURE</b>	<b>575</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-financial Assets	575	-	-	-	-	-
<i>Building and Infrastructure</i>	575	-	-	-	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>58,834</b>	<b>58,251</b>	<b>61,068</b>	<b>60,761</b>	<b>67,329</b>	<b>71,643</b>

### Main economic classification by sub-programme

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
<b>SP1:News Current Affairs &amp; Sports</b>	<b>9,398</b>	<b>9,788</b>	<b>9,635</b>	<b>9,898</b>	<b>9,633</b>	<b>9,708</b>
Compensation of Employees	8,087	8,543	8,543	8,704	8,418	8,494
Use of Goods and Services	1,311	1,244	1,092	1,194	1,214	1,214
Non-financial Assets	-	-	-	-	-	-
<b>SP2:TV &amp; Radio Programmes</b>	<b>18,511</b>	<b>20,910</b>	<b>21,091</b>	<b>19,525</b>	<b>19,511</b>	<b>19,587</b>
Compensation of Employees	14,654	16,521	16,521	16,272	15,938	16,014
Use of Goods and Services	3,856	4,389	4,569	3,252	3,572	3,572
Non-financial Assets	-	-	-	-	-	-
<b>SP3:Technology &amp; Technical Services</b>	<b>30,925</b>	<b>27,553</b>	<b>30,342</b>	<b>31,338</b>	<b>38,186</b>	<b>42,347</b>
Compensation of Employees	19,402	19,415	19,415	21,207	21,194	21,270
Use of Goods and Services	10,948	8,139	10,927	10,132	16,992	21,078
Non-financial Assets	575	-	-	-	-	-