



SEYCHELLES BROADCASTING CORPORATION



2017-2021 REPORT



- SBC 1
- SBC 2
- SBC 3

T?PIK KONVERSASYON

National School QUIZ

BATTLE FEEL

REKOLL

ZIL PROS AN MOUVMAN

KWEN Legal

OPEN Microphone

PROGRAMM PARTI POLITIK

Tremor

PARE DAN 15 CHEF GATO

BONZOUR Sesel

MY KENNEDY ONN ANI ANDIDA

RETRO

Lakwizin Spesyal

Paradise MUSIC Awards

CHART ATTACK

DIALOG AN DIREK

Tête à Tête

NOU ZIL ELWANNYEN SESEL

MADE IN SESEL

NOU OFFICE CLASS

4°SID

TOURISM & BUSINESS

LOPINYON

TOP TUNES

En Vogue

KNOCKOUT 3.0

Contents

1. Introduction	3
2. Chairman's Statement	4
3. Chief Executive Officer's Report	9
4. About Us	13
5. Highlights of the Past Five Years	22
6. Content	38
7. 2020 Elections	70
8. Editorial Guidelines	75
9. Audiences	79
10. Digital Convergence	83
11. COVID-19	91
12. Infrastructures	97
13. Staffing	113
14. Governance	134
15. Finance	171
16. Strategic Priorities 2022 - 2024	185
17. Appendices	190

1. INTRODUCTION

We are pleased to publish our first report since the amendments in the SBC Act in 2017.

The publication of the SBC's Report is in line with the requirement of clause 16 of the SBC Act which states that “ *the Board shall prepare once every calendar year, in such form and within such time as may be prescribed, an annual report giving a full account of its activities during the previous year and copies together with the statement of account auditedshall be forwarded to the Minister and the Minister shall cause the same to be tabled before the National Assembly.*”

This report covers the period from July 2017 up to December 2021; the period that the current Board of Directors have been overseeing and administering the Corporation.

Over these 4 ½ years, the SBC has undergone major changes to improve the quality and quantity of its outputs, modernize its infrastructures, move into the digital era and improve its workforce.

Whilst this report is fulfilling the above-mentioned legal obligation, it also highlights the different changes and challenges that the SBC has gone through during this period of transformation, as it strives to fulfill its renewed mandates and meet its audiences' expectations.

2. CHAIRPERSON'S STATEMENT

Gérard Lafortune
Chairman

“Against this backdrop of democratic reforms, our achievements over the period 2017–2021 have been numerous and with important, far reaching consequences.”



The Media is often referred to as the fourth estate, in reference to its powers of advocacy and implicit ability to frame and influence public opinion. The SBC is Seychelles' premiere media house and throughout its early history has often been leaned on to help sway public opinion.

During the last decade, an increasing number of legislative reforms have been effected to further democracy in Seychelles.

The SBC Amendment Act of April 2017, was one of these reforms and amongst other amendments, provided for the appointment of a more inclusive and balanced Board of Directors with members nominated from institutions such as the Judiciary, the Legislature, the Citizens Engagement Platform, the Inter-faith Council, the Association of Media Practitioners,

the Chamber of Commerce as well as a Board member appointed by the staff from one of its own. In addition, it provided for the appointment by the President of the Republic, of both a CEO and Deputy CEO recommended by the Board after a transparent recruitment process, and not handpicked by any person or Institution of State.

The current Board, appointed for 5 years in July 2017, comprises of 12 members and has overseen the transformation of the Corporation as it adapted to the rapid evolution of the country's political landscape and the ever growing demands of its audience.

I emphasize the above because it forms the basis of what the SBC stands for today.

Very early into its mandate, the Corporation was steered in the new direction, provided for under the Act, to “educate, entertain and inform”, “independently of the State and the political or other influence of other bodies, persons or political parties.”

This new direction presented challenges for our staff, particularly journalists and producers who, with significantly less editorial restrictions, were initially wary of addressing certain subjects, but quickly adjusted and started pushing the boundaries. Our audience, unused to this new “openness” naturally initially reacted vociferously about this shift, some welcoming whilst others objecting to the subjects, voices and personalities which had never been heard on the airwaves before. This prompted the publication of SBC’s first ever Editorial Guidelines to guide journalists and producers towards best practices in broadcasting.

By 2020, the new role of SBC had been largely accepted, albeit with continuous adjustments and refinements. SBC is still considered the “go to” source for credible and fair news reporting. This is confirmed by our audience themselves who increased our rating from 23% in 2019 to 46% in 2020. Paradise FM was rated 3 years in a row as the preferred radio station and Radyo Sesel remains as the only AM broadcaster in the country.

Against this backdrop of democratic reforms, our achievements over the period 2017-2021 have been numerous with important, far-reaching consequences. These are detailed in this report. From the launch of Digital Terrestrial TV (DTT) to construction of the new SBC House, from the launch of online Radio Apps to a social media presence, from organizing the country’s first ever Presidential Candidates Debate to covering over 120 live press conferences in 2020, SBC has come a long way in a very short time.

We easily forget that since the launch of television services in Seychelles in 1983 and for 35 years, the SBC has broadcast on only 1 television channel up to 2018. It was only with the move to DTT that SBC was able to provide 3 local digital TV channels. Important public debates such as those in the National Assembly and the deliberations of the Truth, Reconciliation and National Unity Commission,



Chairman Lafortune during the DTT launching ceremony in 2018

Press Conferences, and other live events were brought live, in high definition, into people's living rooms with minimum disruptions to regular programming. We also easily forget that for the segment of our population, who cannot afford paid commercial television packages, SBC made available to them all its 3 local channels and half a dozen other international channels free of costs.

The details of the achievements which you will read about in this report are a result of a clearly thought out and implemented Strategic Plan, another first in the documented history of SBC. It is through this roadmap and its endorsement by the Government, that SBC has remained on track and is where it is today.

SBC is a people centered organization. We exist for our audience. Our staff, through much adversity, accusations of being biased, a raging pandemic, and with meagre resources, have laboured on and today when looking back, should be proud of this journey. To provide a better and more equitable framework for our staff to operate within, numerous restructuring and new internal policies and guidelines have been implemented during the period. This has not always been popular with some long-serving staff who could not adjust to the new discipline and new structures resulting in the organization losing an unusually high number of staff during the first 3 years.

On a more positive note, new talent has been attracted with young dynamic individuals joining the team and bringing new ideas and a fresh outlook. Access to funding to encourage the current staff and attract new, talented and willing staff to deliver to a more demanding audience, nevertheless remains a major challenge.

Outputs to satisfy our audience remains our core business. Our teams have strived to connect with our audience by engaging them on Radio talk shows, by having forums on our platforms to voice their views, focusing on topical current affairs, the arts and culture and sports. Regular audience surveys have also been conducted and outcomes of these have provided the basis for the content that is produced, and the programming.

As media houses struggle to monetize their content, the SBC's relevance relies on quality local content delivered free-to-air to the Seychellois public as well as the diaspora. More local content and better quality content is what our audience desires, and is what we have targeted and what we will continue to target. This was summarized by a member of our audience in a recent survey who said, "we want more local content, more news about Seychelles, positive news."



Radio interview with Digoise Fernande Ladouce

Our audience remains the reason we exist as an organization. In doing so, and in fulfilling our mandate to “educate, entertain and inform”, the Board has added “Inspire” as a one of its obligations. Being the fourth estate, SBC can influence positivity in our society.

We aim not to dwell on sensationalism, but rather to inspire people, to promote human values and help nurture a peaceful, modern, democratic society. Whilst the years 2017 -2019 have been “normal” years, 2020 was not. Neither for the world, neither for Seychelles and certainly not for SBC. The pandemic caused major disruptions to normal operations, work from home requirements, live press conferences every week, coupled with the need to keeping the population informed, to passing on best practices, advising of new regulations and keeping a focus on our road to recovery as a country, SBC was there.

Right from the start of the campaign, SBC has been an important player in fighting the pandemic and has continued throughout 2020 and 2021. I take this opportunity to commend our front line workers, journalists, cameramen and others who had to be there, compromising their own health for the health of the Nation.

2020 had more in store. For the first time in 20 years, in the middle of a debilitating pandemic, and significant political turbulence, Seychelles held Presidential and National Assembly Elections concurrently. SBC was there. SBC was there and facilitated the democratic process and the smooth transition of power. SBC went way beyond the mandatory party-political broadcasts and organized talk shows addressing topical political issues. Programmes such as “Konn ou Kandida” added a softer, human touch to the aggressive political campaigning, thus advancing Seychelles’ young democracy forward. These culminated in the two historical and highly acclaimed “Presidential Candidates Debates”, which engaged the entire population by providing questions and topics which should be addressed in the debates.

Whilst the SBC Act requires the SBC to be impartial, this has not stopped various pressure groups to attempt to leverage SBC's reporting in their favour. This has been especially apparent during 2021. Notwithstanding this, the SBC has maintained its independence and upheld its obligation to be impartial.

The Board has, over the period, built on past efforts, restructured the organisation and guided it through extremely challenging and often turbulent times into being a progressive and audience centered media house that remains the biggest and the premiere go-to source of home-grown content and information.

The mandate of this Board ends in June 2022. Nevertheless, there needs to be continuity in the SBC's efforts to continue to fulfill its mandate in this fast-changing media landscape and a significantly more demanding audience. During these remaining months, the Board will continue to address the enhancement of local content, the commissioning of the SBC House, the move to OTT (Over the Top); content delivered over the internet), manpower budgeting, pursue financial autonomy concerns, deliver Radyo Sesel programming on FM, amongst other challenges. It will also continue to defend the independence of the institution against forces that regularly attempt to sway its path.

From the first Board meeting in 2017 to the 50th meeting at the end of 2021, it has been a privilege to have been Chairman of the SBC Board and to work alongside the other members and the management team. Apart from the broad experience base that each member has brought to the table, I believe the one single factor which makes this Board functional and proactive is the fact that most members volunteered for the task and took on their responsibilities of their own free will.

This Board has been passionate about its work. It has been steadfast in its principles and has not been swayed from its mandate.

I take this opportunity to thank everyone who has assisted and supported us in this endeavour.



Gérard Lafortune
Chairman

3. CHIEF EXECUTIVE OFFICER'S REPORT



“Whatever achievements or progress that the SBC has made, these could not have been achieved without the valuable contributions of the many dedicated and conscientious staff of the Corporation.”

Bérard Duprès
Chief Executive Officer

The period 2017 to 2021 has been a period of significant change for the National Broadcaster, and during which our country was undergoing its own defining changes and challenges.

As a new governance, we have made clear our visions and objectives, as well as the challenges, in our annual Budget Statements (refer to PPBB statements in the Appendix) and, pertinently, in the SBC's Strategic Plan 2019-2021.

Programmes, the right kinds, that educate, inform, entertain, and inspire, must remain the focus of the outputs of the National Broadcaster.

During these past 4 and a half years, we have gradually increased the quantity of local programmes, with addition of new programmes, to the existing inventory of both TV and Radio.

It must be understood, however, that even if you produce the best content but that if these do not reach the audiences that you seek, your efforts are devalued. That is why, alongside the stated strategic objectives of improving on the quality and quantity of our programmes, the infrastructural improvements that enable the effective delivery of these outputs must be pursued in parallel.

Much time and effort have been spent on addressing and redressing the infrastructural deficiencies. From trying to ensure a credible and timely DTT (Digital Terrestrial Television) project outcome, to persistently pushing for an SBC House that is fitter for purpose, to reinforcing the resilience of the power set-up at our headquarters, to improving our internet and online capacities, all these and several more are aimed at safeguarding and improving the services that we provide to our audience.



CEO Duprès giving details about DTT launch during a roadshow on Praslin in 2018.

Whilst we may lament that these infrastructural and technological improvements have diverted much of our focus from our core outputs; our programmes, we must be comforted by the fact that we now have a more resilient set-up and platforms upon which to deliver these outputs.

It is apt to note that many of these improvements have been achieved despite a *Goods and Services* budget that has remained static at SR30 million annually from 2016 to 2020. By the end of 2020, we had used all of our revenue reserves to ensure that these critical investments, such as buying urgently needed cameras and outside broadcast equipment, are achieved.

SR3.6 million of the SBC's revenue was used to pay for DTT project related expenditures. This is over and above the SR70 million that the State had provided for this project. I reassert that the funding for DTT could have been better used to plan for a more future-proofed distribution of our programmes, through an OTT (Over-the-Top) service, via the Internet.

An OTT/IPTV service, along with a paid VOD (Video-on-Demand) service that it can support, is a key strategy which, aside from enhancing the services that the SBC offers, has the potential to significantly increase the SBC's revenue. With funding finally provided by the State for an OTT service in the 2022 budget, I am pleased that there is this high-level recognition that the future of public broadcasting lies on multimedia and online platforms.

The inroads that we have made on the online platforms over the past 4 years, namely on YouTube, Facebook and our own Radio Apps, as highlighted in this report, now serve as solid foundations for us to reach newer heights in audience engagements and reach. The potential to share the works and creativity of our local talents, be it in-house producers or national content creators and artistes, is an exciting and motivating opportunity. The potential to generate additional revenue for the participating stakeholders, is also one that should encourage innovations and spur creativity.

Whilst I must admit that I was unaware of the critical state of the infrastructures, (and indeed our staffing), when I embarked on this tenure, I was very much conscious of the need for an independent and impartial National Broadcaster. That was in fact the principal reason I put my name forward for this position.

I am proud of the progress that we have made in strengthening the impartiality and editorial independence of the SBC.

This advancement comes from a Board that has been united and resolute in its defence of an independent and impartial National Broadcaster and the principles of the media being the fourth pillar of our democracy. This improvement is also from our employees who have increasingly recognised, and are embracing, the role that they need to play in that regard. This progress, which includes enabling more divergent views, is notwithstanding the significant political and public pressures and the threats and insults that we have endured, which, in itself, shows that we still have a long way to go to a more politically tolerant and respectful society.

We must continue to strengthen the independence and impartiality of the National Broadcaster, not as a self-serving end, and not just because we are required by law to do so, but more by the collective moral imperative: for the sake of our democracy, our country.

Another area where we should take some comfort is with the policies & procedures that we have put in place and published.

CEO Duprès speaking about staff turnover during News Extra aired on 3rd August 2018.



Our website is currently a repository of the public ones. These documents are providing clarity to the public and internal stakeholders, respectively, on where we stand and how we are going to address a particular subject and, in doing so, underscoring our commitment to transparency and accountability. These policies and procedures have also brought about a better understanding from our staff that discipline, and standards are essential for the SBC's progress, as well as their own personal and professional development.

We have provided our staff with more tools and training to do their jobs better and faster. We should acknowledge that there is nonetheless room for improvement in efficiency and productivity. Technology will continue to be an enabler, but individual application and performance are key to a more versatile and professional workforce. We have tried, and failed, to provide more monetary reward for those who are meeting these expectations. We have not given up on our strive for better rewards for those who have earned it.

Whatever achievements or progress that the SBC has made, these could not have been achieved without the valuable contributions of the many dedicated and conscientious staff of the Corporation.

Our employees have gone through a period of testing change and uncertainty. Many have left during this period.

But we have also welcomed many, with their individual determination to contribute and make a difference.

It would be amiss not to take this opportunity to recognise and thank our workforce for their commitment and their invaluable and ongoing contributions.

I take this opportunity to also thank all external stakeholders for their assistance and support.

There is much more to do to ensure that the SBC progresses and remains relevant to its stakeholders, and to achieve the stated visions and objectives. Our visions and the strategic objectives for the next three years are reiterated in this report.

Whilst the focus must remain firmly on the opportunities and challenges ahead, it is apt and timely that we take stock of what we have accomplished over these four and a half years.

May these achievements be an encouragement for all stakeholders, internal and external, to persevere with the transformation and modernisation of our National Broadcaster, enabled by the 2017 amendments of the SBC Act.



Bérard Duprès
CEO

4. ABOUT US

Board of Directors	14
Senior Executives	15
Strategic Plan	16
What we do	17
Where we are located	20

4.1 Board of Directors

The SBC is governed by an independent board of directors made up of a Chairperson, a Vice-Chairperson and seven members.

The SBC (Amended) Act of 2017 makes provision for the President of the Republic to appoint the Chairperson, Vice-Chairperson and one other member from proposals made by the Constitutional Appointment Authority (CAA). The six other members are appointed from proposals made by the National Assembly, the Judiciary, the Seychelles Inter Faith Council (SIFCO), the Association of Media Practitioners Seychelles (AMPS), Citizens Engagement Platform Seychelles (CEPS) and the Seychelles Chamber of Commerce and Industry (SCCI), respectively.

Prior to 2017, all directors on the SBC Board were appointed by the President, upon recommendations of the Constitutional Appointments Authority (CAA).

Mr Gérard Lafortune is the Chairperson of the SBC Board since June 2017. The Vice Chairperson is Mr Jean-Claude Matombé.

The seven other members are:

- Mrs Marion Gendron
- Mr Jean Marc Lablache
- Ms Marie Annette Ernesta
- Mrs Angele Low-Sauzier
- Mr René Durup
- Mr Harry Tirant
- Mrs Linda Monthy

The CEO, Deputy CEO and the elected Staff Representative are ex-officio members of the SBC board. The board is appointed for a period of five (5) years.

Some Board members with President Danny Faure on the appointment of the CEO & DCEO in August 2017



4.2 Senior Executives

The SBC is managed by a Senior Executive team headed by the Chief Executive Officer, assisted by the Deputy Chief Executive Officer.

In 2017, for the first time in its history, the CEO was selected by the SBC Board after interviewing applicants who had applied for this role.

The post of Deputy CEO was created and followed similar selection process before the appointment of a first Deputy CEO.

The process started with the publishing of the vacancies in July 2017. Bérard Duprès and Jude Louange were the successful candidates for the post of CEO and Deputy CEO, respectively.

Both executives were appointed following recommendations made by the SBC Board to the President, who in turn, consulted with the Speaker of the National Assembly and the Chief Justice, as per the stipulations of the SBC Act.



The Senior Executives team (August 2017 to December 2021.)

(Mr. Louange, Mrs Brioche & Mr. Gamatis were no longer part of the team as at end of 2020)

4.3 Strategic Plan

In May 2019, the SBC published its Strategic Plan for the next three years, the Corporation's first Strategic Plan since the 2017 amendments to the SBC Act.

With the tagline "Change to Inspire" the document outlines the Corporation's visions, challenges and key strategic priorities for the years 2019 up to and including 2021.

The SBC's vision is to be:



- **valued and respected as the National Broadcaster**



- **modern, agile and innovative**



- **a premier employer and investor in skills and talents**

Section 14 on Governance provides more details into the content of the Strategic Plan.

The Strategic Plan document can be found on the SBC's website:

<https://sbc.sc/targets-reports/>



4.4 What We Do

The Seychelles Broadcasting Corporation (SBC) is the national broadcaster of the Republic of Seychelles established under the SBC Act of 1992 enacted on the 1st May 1992. SBC was preceded by the Radio Television Seychelles (RTS).

Television

The SBC operates three TV channels; SBC1, SBC2 and SBC3.

Since its inception, the SBC was broadcasting an analogue service. In June 2018, the Corporation started multichannel broadcasts, after its migration to Digital Terrestrial Television (DTT). It started off with SBC1 & SBC 2 and in July 2019, SBC3 was added to the bouquet following a Board resolution to enable the channel for the broadcast of the 10th Indian Ocean Island Games.

SBC1 is the flagship channel providing a balanced programming schedule, catering for all of the SBC's mandates and genres and providing first runs for most programmes. SBC1 also exceptionally broadcast live events of national importance such as the State of the Nation address, the Budget speech and the opening ceremony of major events.

SBC2 is the channel dedicated to Archived Programmes, live broadcast of the National Assembly sessions, live Outdoor Broadcasts including key sporting events and other lives.



SBC2 is aimed at catering mostly for the entertainment and educational part of the SBC mandate.

The channel was launched in June 2018 and as from the 1st February 2019, most live events have been transferred to SBC2. One of the first live sporting events to move to SBC2 was the Premier League matches on Saturdays. The Finance and Public Accounts Committee (FPAC) sessions were also transferred to SBC2 in February 2019.

SBC3 is still in development stage and is currently dominated by the sessions of the Truth, Reconciliation and National Unity Commission. The channel also concentrates on broadcasts related to the COVID-19 situation such as the Press Conferences, Church Services and Learning Programmes.

Apart from its 3 channels, the SBC also rebroadcasts free-to-view international television services on its DTT platform namely; Al Jazeera, Deutsche Welle, TV5 Monde, CGTN News, CGTN Français, Russia Today and France 24.

It is to be noted that in January 2020, public television marked 37 years of existence. Over the three decades, TV broadcasts have evolved from only one channel and broadcasts limited to weekends, to multichannels broadcasting 24 hours a day.



Radio

The SBC operates two radio stations;
Radyo Sesel and Paradise FM.



Radyo Sesel is an AM service available on 1368 kHz (219 metres) and targets a general and mature audience. Radyo Sesel has been broadcasting for over 60 years and has, since October 2018, started to broadcast 24 hours a day.



Paradise FM was launched in May 1997 as a music station, more oriented towards the youth and also broadcasts 24 hours a day.

Paradise FM is available on:

-  93.6 MHZ - St Louis
-  93.0 MHZ - Fairy Land
-  92.6 MHZ - Anse Soleil
-  100.8 MHZ - Praslin

These two stations are also available on the SBC's DTT service and their dedicated radio apps.

Apart from the normal studio broadcasts, the radio stations also undertake outdoor broadcasts in the form of Roadshows. These are normally planned for important occasions such as the National Day and around the Festive Season.

The SBC also relays 2 international radio stations, namely Radio France International (RFI) on 103.8 MHz and the British Broadcasting Corporation (BBC World Service) on 106.2 MHz.

4.5 Where we are Located

The SBC is based in three main locations: Hermitage, Victoria and Grand Anse Praslin. The SBC also have 17 external transmitting sites, that allow for its transmissions of both TV and radio.

Hermitage



SBC Headquarters at Hermitage

The main office of the SBC is located at Hermitage with the majority of staff, over 200, based there. The building is also home to all the TV and radio studios including the news studios.

Kanna Mall

The SBC Kanna Mall Office is the Corporation's centrally located Sales Office in Victoria on the 1st floor, of the Kanna Mall. The office has been in this premise since November 2017, after relocating from the ex-Huteau Lane Complex. Prior to that, the Office was at the Radio Building at Union Vale.

This office deals principally with the preparation of the daily Announcements and Messages slots for Radyo Sesel and the distribution and sale of set-top-boxes.

There are three staff working in the Kanna Mall SBC Office and the office opens every day, including weekends and public holidays.



SBC Office is on the first floor of the Kanna Mall in Victoria

Praslin



SBC Office on the ground floor of the Pension Fund Complex on Praslin

The SBC Inner Island Office is located on the ground floor of the Pension Fund Building on Praslin. The office first opened its doors in October 2012 with the aim of ensuring regular and timely coverage of news stories and programmes emanating from the inner islands.

In 2019, the office got a new look as part of the rebranding exercise after the approval of the new SBC logo.

There are currently four staff SBC staff on Praslin.

External Stations

The SBC has 17 transmitter stations, hosting TV and FM transmitters.



Map showing the location of the SBC's 17 transmitter stations on Mahe, Praslin, La Digue and Ste Anne

These are found at Anse Soleil, Bel Ombre, Le Niolle, Machabée, Anse Faure, Fairy Land, Les Cannelles, Takamaka, La Misere, St Louis, La Gogue, Beoliere.

On Praslin, the transmitter stations are located at Baie Ste Anne and Pointe Zanguilles and on La Digue, they are at Anse Severe and Citadelle.

There is also one transmitter station on Ste Anne.



5. HIGHLIGHTS OF THE PAST FIVE YEARS

2017 at a glance	23
2018 at a glance	25
2019 at a glance	29
2020 at a glance	32
2021 at a glance	35

Ground breaking ceremony for SBC House in 2017

5.1 2017 at a glance

Amendment to SBC Act

The amendments to the SBC Act were signed into law by President Danny Faure on 19th April 2017. The principal amendments to the Act concerned the composition and appointments of the Board of the Corporation, its Chief Executive Officer, and Deputy Chief Executive Officer.

New SBC Board appointed

The new SBC Board comprising of nine members were presented with their instruments of appointment by President Danny Faure on 14th June in a ceremony at State House. Mr. Gérard Lafortune was appointed as the Chairman of the new Board.

Appointment of CEO and DCEO

Bérard Duprès, a Chartered Engineer and Chartered Manager and Jude Louange, a journalist, radio, and television producer, with a Master's Degree in Journalism, were appointed as the new CEO and Deputy CEO of SBC, effective 10th August.

Staff Survey

The first staff survey to gather anonymous feedback from staff, on various subject matters related to their work was conducted in September. The Staff Survey has since become an annual exercise.

Management & Staffing Restructure

A comprehensive management and staffing restructure was undertaken to allow the SBC to operate in a more effective and accountable manner.

Eight functional areas were established, and which rationalised and consolidated some of the previous portfolios.

CEO's International Engagements

The CEO started networking with SBC's international partners in September with trips to Amsterdam; Windhoek and Paris taking part in International Broadcasting Convention (IBC); AGM of Southern African Broadcasting Association (SABA) and AGM of the Conseil International des Radios et Télévisions d'Expression Française (CIRTEF), respectively.

First staff Representative

The first Staff Representative on the SBC Board was elected by her colleagues. This is in line with the SBC Act which says that the SBC Board must consist of a staff representative elected by his/her peers. Celine Pillay was elected by her peers on the 23rd August 2017 for a period of one year.



◀ **Amendments to SBC Act**
 The amendments to the SBC Act were signed into the law by President Danny Faure on 19th April.

New SBC Board appointed
 SBC Board of Directors with the President of the Republic.



The CEO and Deputy CEO after being presented with their documents of appointment by President Faure.



▲ **First staff Representative**
 Celine Pillay, the first Staff Representative on the SBC Board elected by peers.

5.2 2018 at a glance

Vice President Meriton visits the SBC

In May 2018, Vice President Vincent Meriton visited the SBC headquarters at Hermitage as part of activities to mark the Information Communications and Technology (ICT) week.

The Vice President, who also held the portfolio for Information, toured various sections including the newsroom and the radio studios which had recently moved to Hermitage.

He also interacted with staff members getting feedback on the various services each section offers and the challenges faced in their everyday work.

Moving to DTT

The SBC officially launched Digital Terrestrial Television (DTT) in Seychelles on 28th June 2018, unveiling higher quality pictures and sounds coupled with new on-air graphics. The switch over from analogue to digital was done by Vice-President Vincent Meriton, responsible for the portfolio of Information.

Rebranding and new channel identity

The launching of the DTT was also the opportunity for the SBC to unveil its new corporate logo and station branding. The iconic SBC logo, which had been with us for over 20 years, was revamped and adjusted to match the digital era that the SBC was entering. The font and colour of the SBC typeface were kept and a coco-de-mer with the national colours was designed to circle the font. The logo was voted by staff amongst seven others. Later that same year, the SBC revealed its new logo for Radyo Sesel and Paradise FM designed by the in-house Graphics Team.

World Cup 2018

SBC was one of the Free-To-Air broadcasters in the sub-Saharan Africa region able to secure a package of 32 matches inclusive of two of the four quarter finals, the two semi-finals, the third place match as well as the final match.

The package however, did not offer the SBC the possibility of selecting which of the matches it wished to broadcast.

Demolition of the iconic Radyo Sesel building

The iconic Radyo Sesel building from which Radio Seychelles went on air for the first time in 1965 was demolished on 19th May to pave the way for the construction of the new SBC House in the same location.

Groundbreaking ceremony for SBC House

The ground-breaking ceremony to kickstart the SBC House project took place on 18th December led by Vice President Vincent Meriton, Chinese Ambassador to Seychelles, Mrs Guo Wei and the SBC Chairman, Mr Gérard Lafortune. The SBC House which will stand in the location vacated by the radio building at Union Vale is being financed by the Chinese Government.

Long Service Award introduced

The Long Service Award was introduced to recognize staff with over 25 years of service. For the first Award in 2018, all Staff with 25 years and above was recognized. Subsequent Awards recognized staff who had achieved milestone of 25, 30, 35, and 40 years.

Audience Survey Introduced

The first audience survey was carried out in June 2018. The survey was conducted online and covered both TV and radio. The survey has since become an annual exercise.

New website

SBC launched a modern and better-looking website in September 2018. The new-look website included new functionalities such as live streaming of the two radios services, weekly programme guides, programme promos and links to view the current affairs programmes produced by the Corporation. The website is also a repository of public documents issued by the Corporation.

Launching of Radio Apps

SBC launched its two radio mobile applications; one for Radyo Sesel and one for Paradise FM. The Apps allow audiences to stream the stations live, catch up on popular content via podcasts shortly after the live transmission and to engage with the stations with opinions, news, photos, voice notes and messages in real-time.

Second Election for Staff Representative

Georgette Hoareau was elected as the Staff Representative on the SBC Board in August 2018. During the election, staff also voted on the length of tenure of the Staff representative and the majority opted for a two-year mandate.

MOU with University of Seychelles

SBC and the University of Seychelles entered into an agreement to allow students interested in taking a career in journalism and other media enthusiasts the opportunity to study for a Diploma in Journalism.

Cooperation agreement with the Shanghai Media Group

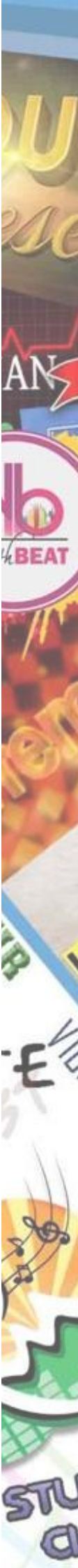
On 13th August, SBC and the Shanghai Media Group from China signed a Memorandum of Understanding for cooperation in the field of radio and television broadcasting.

Radyo Sesel starts 24 hour broadcast

Radyo Sesel started 24-hour broadcast in October thanks to the fully automated option offered by Zetta, a Radio Control System software which allows advanced programming for longer periods.

Modernisation of broadcast equipment

A drone was added to SBC's pool of equipment through a donation from the Government of the People's Republic of China.



Vice President Meriton visits SBC

Vice President Meriton and his delegation visiting the output sections.



Rebranding and new channel identity

The current and previous SBC corporate logos.



Ground Breaking Ceremony for SBC House

Vice President Meriton, Ambassador Guo Wei and Chairman Lafortune after laying the foundation stone to the SBC House.



Moving to DTT

Vice President Meriton pressing the button to migrate SBC to DTT.



5.3 2019 at a glance

SBC Board of Directors meets with the President

The SBC Board of Directors met with President Danny Faure at State House on the 7th January 2019.

The meeting was at the invitation of the President and followed his commitment to meet with various public boards during the year.

The meeting was an opportunity for President Faure and members of the Board to discuss lengthily the role of SBC in the development of the country, to reflect on its work so far and strategy moving forward. The SBC also highlighted various challenges, including financial, that it was facing.

Strategic Plan for the next three years published

In May, SBC published its first strategic plan since the amendments to the SBC Act under the theme 'Change to Inspire'. The plan outlines the Corporation's visions, challenges and key endeavours to improve the quality and quantity of local outputs.

[The Strategic Plan 2019-2021 document can be found on the SBC's website, on the Public Documents page.]

Policy for the procurement of local content

In May, SBC launched its framework for purchasing local contents from independent producers to complement in-house productions. The aim of the policy is to allow SBC to enrich its offerings with a variety of contents for its audience in this era of multichannel and nurture Seychellois talents in the field of TV and Radio productions.

[The policy document can be found on the SBC's website, on the Public Documents page.]

Radyo Sesel migrates to RCS, Paradise FM upgrades its RCS

Both Radyo Sesel and Paradise FM started offering better sound quality and clearer music format in their programming upon migrating to a new RCS (Radio Computer Services) programming software.

Extensive Coverage of the Indian Ocean Islands Games (IOIG)

In July, SBC provided comprehensive coverages of Indian Ocean Islands Games by deploying 30 personnel to Mauritius and enabling a third SBC TV channel on the DTT platform. For the first time, SBC was able to broadcast up to 3 live events on TV at the same time, allowing the public to follow the games, as if they were in Mauritius.

Paradise FM Music Awards

The first edition of SBC's Paradise FM Music Awards was held on 20th December 2019 to reward artists who topped the charts in the popular weekly show 'Paradise FM Chart Attack'. Mia and Mervin Camille went home with the most awards that night. The Award has since become an annual event on the SBC calendar.





SBC Board of Directors meet with the President
SBC Board members discussing the role of SBC in the development of the country.

Radyo Sesel migrates to RCS, Paradise FM upgrades its RCS

Radyo Sesel presenter using the RCS programming software offering better sound quality and clearer music format .



Policy for the procurement of local content

Freelance producers, Ministries, Departments and Civil Society Organisations at the Content Session.

Paradise FM Music Award

Souvenir photo with the artists who were rewarded during the first Paradise FM Award.



Strategic Plan for the next three years published

SBC's first strategic plan published under the theme 'Change to Inspire'.

5.4 2020 at a glance

My first job fair

SBC participated in the annual Job Fair at the ICCS held in February. The Radio team used this opportunity to hold a roadshow informing the public of the various job opportunities in the country; while the HR team advertised existing vacancies within the Corporation.

New Social Club Executive Committee elected

A new Social Club Executive Committee was elected late in February, with Solana Athanase appointed as the Chairperson.

Response to COVID-19

With COVID-19 declared as a pandemic, members of the public turned to SBC for credible information about the outbreak. SBC rose to the occasion by launching an extensive health education campaign on all platforms at no cost to the Department of Health. As the country went into a partial lockdown, the SBC continued to operate with most sections introducing a rotation plan for their staff. The SBC also invested in laptops, PCs, internet packages and Office 365 to enable working from home. Several other measures were implemented to keep employees safe at work including card-based clock-in system and launching of the ‘Sickness Self-Certification’ procedure.

‘Le Grand Concert de l’Ocean Indien’

On Friday 22nd May, the SBC enabled live crossposting on its Facebook page for the first time for the virtual show “Le Grand Concert de l’Ocean Indien”. The live had over 200,000 views on Facebook.

Analogue TV is switched off

The SBC analogue TV service which had been in operation since the introduction of public television in Seychelles in January 1983 was officially ‘switched-off’ in July. This completed the digital switch-over process, 2 years after the DTT service was launched.

New staff representative

Ms. Barbara Coopoosamy was elected in August as the Staff representative on the Board. She replaced Georgette Hoareau who had been the Staff Representative since 2018.

Resignation of Deputy CEO

The SBC's first Deputy CEO, Mr Jude Louange resigned in September 2020, three years into his five-year tenure.

Extensive coverage of Presidential and National Assembly Elections

SBC provided comprehensive coverage of the 2020 Presidential and National Assembly elections including making history by hosting the country's first-ever Presidential live debates on the 9th and 16th October.





Extensive coverage of Presidential and National Assembly Elections

SBC hosted the first-ever Presidential live debates and covered the elections across all of its platforms.



Le Grand Concert de l'Océan Indien

Seychellois artist Mia, participated in "Le Grand Concert de l'Océan Indien" streamed live on SBC's Facebook page .



New Social Club Executive Committee elected

The Executive members of the Social Club Committee.

My first job fair

SBC participated in the annual job fair in February and held a road show at the venue.



Response to COVID-19

SBC receives donation of masks from the Chinese contractor of the SBC House, Hunan 6, to help deal with COVID-19 which was the biggest setback of 2020.

5.5 2021 at a glance

Vaccination of staff

With SBC staff being front-liners, the Corporation encouraged as many staff as possible to be vaccinated to protect themselves. A few SBC staff were administered with their first dose of Sinopharm vaccine on 10th January, when the national vaccination rolled out while other staff took the opportunity to be vaccinated at the different centres as the vaccination campaign progressed.

Implementation of Policy on Airtime Quota for Political parties

In May, the SBC started the implementation of its Policy on Airtime Quota for Political Parties, with the first programmes broadcast on Thursday the 27th May. The policy allocates each registered political party with a quota of 13 minutes per month for a TV and a Radio programme. Four political parties made use of this airtime in 2021.

Facelifts for SBC news

Fresh News habillage was unveiled on the 28th June to coincide with the third anniversary of the DTT launch. The revamped look featuring new generique, jingle, virtual set and tool kit is the product of a concerted effort of the Graphics Unit and replaced the habillage which were in use since the launch of DTT in June 2018.

Appointment of new Deputy CEO

On the 1st of February, Ms Cindy Wirtz was appointed as the new deputy CEO, to replace Mr Jude Louange who had resigned in September 2020, after three years in the post.

Board meets President

On Friday 4th June, the President of the Republic met with the SBC Board, at the request of the Board. SBC's achievements for the period of 2017 – 2020 were outlined during the meeting, ranging from transition from analogue to digital TV, moving to digital radio programming, introducing annual audience surveys, having a presence on social media, allowing divergent views in the news, amongst others. The Corporation's challenges were also highlighted during the meeting.

Radio programmes on TV

In 2021, two radio programmes made their TV debut. In July, 'Open Microphone', traditionally a monthly live radio discussion programme was broadcast on TV for the first time. A recap of the 'Paradise FM Chart Attack' was added to the television lineup as an extra way for the audience to catch up on the weekly radio chart show and to encourage public voting.

Radyo Sesel service on commercial platforms

Starting August 2021, SBC's Radyo Sesel became available as an additional audio channel on the commercial television platforms, Cable TV and Intelvision. This allowed Radyo Sesel to reach more of our public at a time when the reception quality of the AM service, which has been on air since 1965, continues to deteriorate, depriving a significant portion of the audience of good content.

Live streaming of TRNUC session on the Radyo Sesel App

In July, live streaming of TRNUC sessions was introduced on the Radyo Sesel App. While the sessions were live on SBC3, on the radio, they were only being podcasted for catch ups. The decision to have this live stream was linked to the broadcast of the Olympics on SBC3 which reduced the various platforms where the audience could access the live TRNUC sessions. This remained as a service at the conclusion of the Olympic Games.

SBC takes part in Virtual Thought Leadership Workshop

On the 19th of May 2021, SBC took part in a virtual Thought Leadership Workshop with the theme 'Decoding the future of public broadcast radio - insights from our Seychelles case study & learnings for the modern African broadcaster'. The event also featured the premiere of a 10-minute video entitled 'The SBC case study' in which we shared insights with other public broadcasters into how we are striving to remain relevant in this digital era. The video can be viewed on the SBC's YouTube channel.

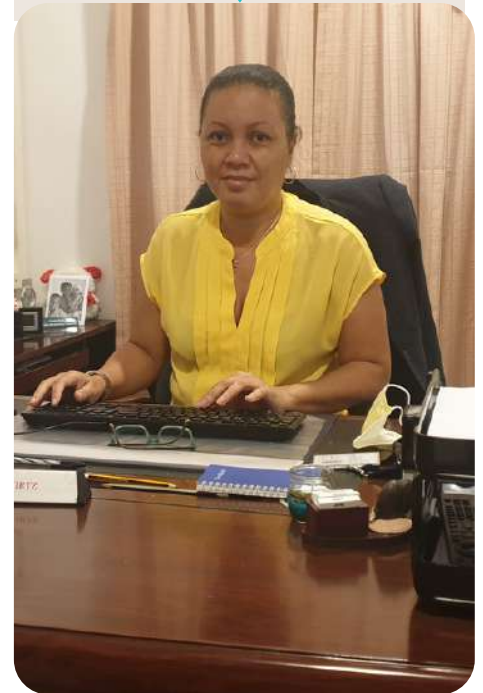


Fresh News habillage was unveiled

Fresh news habillage premiered on the 28th June to coincide with the third anniversary since DTT launch.

Appointment of new DCEO

Ms Cindy Wirtz was appointed as the new deputy CEO on the 1st February 2021.



PROGRAMM PARTI POLITIK

Implementation of Policy on Airtime Quota for Political parties

The logo of Programm Parti Politik, a product of the policy.

SBC participates in virtual workshop

Chicco featuring in the SBC Case video.



Radio programmes on TV

Excerpt of first televised 'Open Microphone' on SBC3.



CHICCO
Paradise FM DJ presenter



6. CONTENT

Overview	39
News & Current Affairs	40
TV Programmes	45
Radio Programmes	53
Live Content	59
Foreign Content	65
Archiving	68

Overview

Improving the quality and quantity of the programmes the SBC broadcasts was, and remains the key strategic priority for the Corporation .

From the outset, the Corporation acknowledged that it had insufficient content to satisfy both the public’s expectation and to sustain multi-channels expected under DTT.

Internally, the SBC has three main sections involved in producing local content.

These are:

- **News, Current Affairs and Sports**
- **TV Programmes**
- **Radio Programmes**

Foreign content, such as telenovelas, comedies, movies, series, concerts, children’s programmes and other Free-to-Air contributions from international broadcasters, was and remain the biggest part of the SBC’s outputs, in terms of quantity of hours broadcast.

To complement the existing in-house productions which is not sufficient for the audience and also for a multichannel environment, in May 2019, the SBC launched its Procurement of Local Content Policy.

The aim of the policy is to acquire local and quality content from freelance producers.

There are more details about this policy in section 6.2.

The SBC now has four main routes through which it receives local programmes for broadcasts. These are namely:

- **Internal productions**
- **Live Broadcasts**
- **Free-to-Air contributions from local stakeholders**
- **Commissioning**



6.1 News & Current Affairs

News is the flagship programme of the SBC and its most viewed daily content.

In an environment where ‘News’ and information, whether fake, biased or inaccurate, are abundantly available, SBC must remain the ‘go-to’ source for factual, accurate and impartial News and Information.

Over the past four and a half years, the SBC has been committed to ensuring balance and impartiality in its reporting.

The Corporation underscored this engagement by publishing its first public Editorial Guidelines in 2020.

Currently the SBC is producing the main Creole bulletin at 8 p.m and the French and English summaries at 6 p.m and 7 p.m respectively daily. The 12.30 pm news is produced only on weekdays and on special occasions. All news summaries and bulletins are broadcast live for a duration between 30 to 40 minutes depending on the day's events.

The News broadcasts at 8 p.m also consist of a sports segment. This segment is within the news during sports off-peak season and as a separate sports bulletin during other busy times. The average length of a news item is between 3 and 4 minutes.

In June 2018 when the SBC migrated to DTT, the news décor was changed to a virtual studio.



News décor in 2017



Virtual décor launched in 2018

Fresh News habillage unveiled in 2021:

The SBC unveiled fresh News habillage on the 28th June 2021 to coincide with the third anniversary of the DTT transition.

It was the product of a concerted effort of the SBC imaging Department from the concept, to design and implementation.

The revamped look replaced the habillage designed by South Africa based Blue Indian Pictures, in use since since the launch of DTT in June 2018. The brief for the project was to add a creole flare, without deviating too much from the original habillage.



Senior Graphics Artist, Selwin Hoareau who led the habillage changes, and Tricaster Operator, David Savy reviewing the new habillage

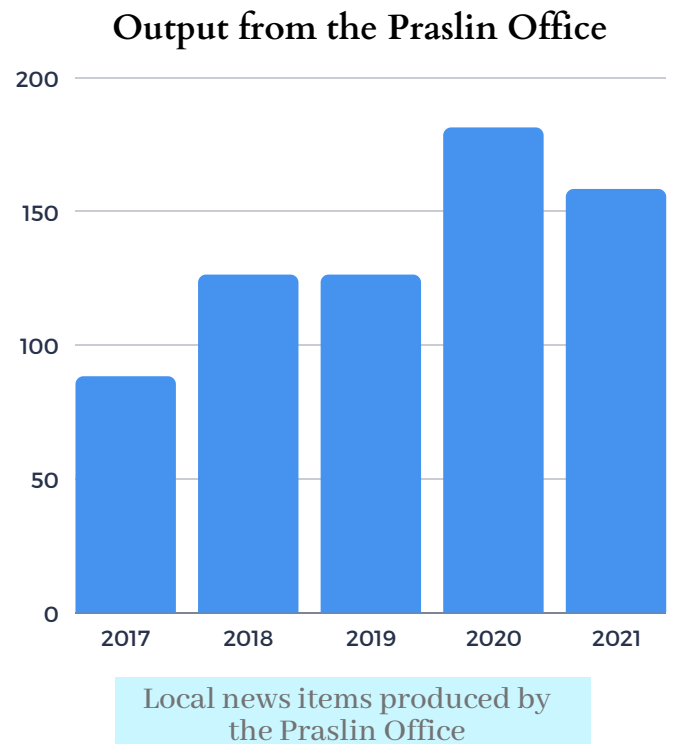
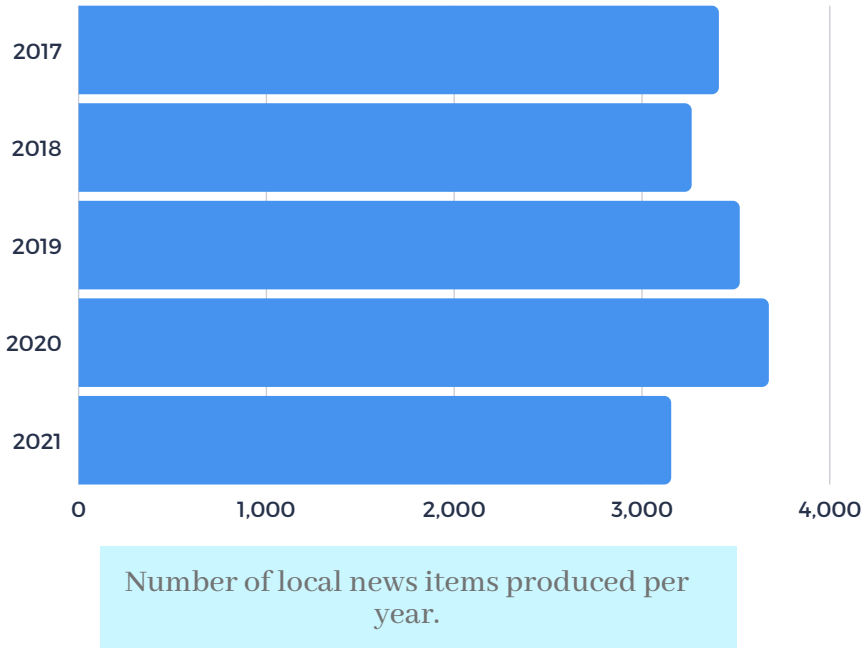
The Editorial Committee supported the Graphics team by reviewing the designs on a regular basis and providing feedback.

The team firstly acquired skills in 3D animation through online tutorials. A trainer was brought from South Africa to provide hands-on training on-site. To complement this upskilling effort, SBC invested significantly into hardware, and multiple graphics software licenses.

Below is an overview of the elements that have been revamped:

- News generique– Three national monuments replaced the 'skyscrapers'.
- Different shades of blue added while the red tones were removed completely.
- Virtual set–improved with new desk and lighter background
- Tool kit including infographics, lower thirds and message board
- Jingle – trumpet sound effect added to the original score
- Sports generique was improved

Local news items produced per year.



Current Affairs Programmes

Current affairs programmes are normally extensions of issues or items covered in the news that need further development through lengthier magazines, debates, discussion forums, etc. Newsroom has the responsibility to produce news reports as well as current affairs contents.

In 2018, the SBC introduced the popular Tête-à-Tête programme, broadcast every Monday evening. This show is 'hard talk' style and features an in-depth interview with guests from all walks of life. The programme is currently being presented by Patsy Athanase and is between 26 to 45 minute long.

The News Extra programme was reintroduced in 2018 after a one-year hiatus. In this interview-style programme, at least two panellists are invited to explore a topic that has been covered in the main news. The topics covered are wide-ranging from finance, economy, educational and societal issues, among others. The slot is also used for extended interviews that cannot feature in entirety in the news bulletin. News Extra was initially broadcast every Friday evening. However, given that timeliness is an important requisite of news, since 2020, the News Extra programme is aired whenever it is necessary.

Dyalog an Direk (a magazine followed by a debate the following day) and the Sports Magazine are two other Current Affairs programmes that have become

regular fixtures on SBC's programming schedule; while two other previously well-established Current Affairs programmes, Zoom and 20 Minit were discontinued in 2018.



Recording of '20 Minit avek...'
Photo Source: ICS



Revi Lasanble Nasyonal, produced by the News team, runs weekly and whenever the National Assembly is in session

In addition to the regular Current Affairs programmes, the Newsroom also produces ad hoc programmes that are not necessarily within the scope of News Extra. These include features such as Revi Lasanble and more recently; Investigative Journalism pieces as well as more driven questions that hold authorities and other institutions to task.



News Extra aired in August 2020

Adhoc Current Affairs programmes on SBC

Features are normally human-interest stories which although they are aired within the news bulletins, they are longer than a regular news report.

Revi Lasanble is a weekly programme which runs whenever the National Assembly is in session. A senior member of staff follows the parliamentary deliberations and reports on the questions, bills and motions in layman's term to provide the audience with a better insight of legislative debates.

Investigative Journalism pieces probe into and unravels multi-layered subjects or issues. The Newsroom started exploring this format in 2020 and is aiming for it to be a regular item within the range of Current Affairs programmes.

Some of the investigative reports include:

- Dedicated Fund system in the schools
- Travizory linked to Seychelles medical services
- Club Med - noise level situation
- Tuna Fishing in Seychelles

6.2 TV Programmes

SBC's Television programmes line-up is varied and comprehensive. The programmes produced and broadcast by SBC provide a balance of information, enlightenment and entertainment for men, women and children of all ages, interests and tastes.

A large portion of SBC TV's airtime remains filled by International programmes.

A major objective of the SBC's 2019-2021 strategic plan was to ensure that Local Content attains its rightful place as the Corporation's paramount unique selling point.

In that aim, over these past years, the small internal TV production team has strived to increase both the quality and quantity of programmes produced. They have made encouraging progress.

New programmes have been introduced, whilst some have been shelved, as we continue to innovate and seek to remain relevant to our Audience.

A lot of emphasis is on content that can travel beyond Seychelles' borders.

To supplement its in-house programme production efforts and in doing so satisfy the public's expectations for more local content, SBC has since 2019 started procuring contents produced by local independent producers.

In 2019, the SBC expanded its local content portfolio to include programmes produced by local independent producers, to supplement its in-house programme production efforts. The SBC's main objective is to have enough local programmes, and of good quality, in order to satisfy viewers' expectations in both multi-channel and multi-platform environments.



Battle Feel production crew in a souvenir photo at the conclusion of filming for the series

Commissioning supplementing internal Productions

Local telenovela ‘Laflanm’ premiered on SBC TV on the 17th July 2021 and ran for 6 weeks up until 21st August.

The programme, which became an instant trending topic on social media, served as an example of the opportunities available on SBC’s platforms for independent producers.

‘Laflanm’ was acquired under SBC’s Policy for the Procurement of Local Content. (see page 154)

In 2020 and 2021, SBC acquired a few programmes under the commissioning policy comprising of an array of production styles and formats. Some titles include ‘Dan Kontour Nwel’, ‘Poetik’ ‘Oh Its Christmas’ and ‘Ekoute Wa Konnen’.

The Commissioning Rates document which gives the tariff range that SBC is willing to pay for each genre is available on the website www.sbc.sc.



Promotional poster for locally produced telenovela 'Laflanm'.



Poetik Producer giving details about the new series on 'Topik Konversasyon'.



This documentary was an in-depth look of the Mercenary attack with newer perspectives from those involved and bystanders with interesting anecdotes of what they experienced.



Excerpt of 'Fizyon Kreolite' an independently produced programme that aired during Festival Kreol 2021



Chef Gato host of Cookery show 'Paredan 15' which premiered on SBC in 2021

An overview of some of the programmes acquired under the commissioning policy

Appendix 17.1 gives a list of Local TV Productions for the period.

The following pages provide a snapshot of television programmes aired on SBC television during the reporting period.

2017



In-depth conversations with health professionals talking about everything related to health and wellbeing.



Spiritual performances and sermons delivered by different faith-based organisations.



A closer look at what is happening on our inner islands from business developments, environmental projects, cultural events and many others.



A showcase of different aspects of the creative and cultural scenes in the Seychelles.



An educational and entertainment programme for children up to 12 years old.



A festive season singing competition between choirs from different employing organisations vying for a chance to win the Cash prize for their chosen cause or charity.

2018



A spinoff of music programme ZiTune featuring a countdown of songs as voted by the audience.

Tête à Tête

One-on-one interviews with personalities speaking openly about issues in their relevant fields or subject of interest.



A reality show which follows a treasure hunt format whereby teams comprising of 2 members compete against each other in an adrenaline-fuelled journey of discovery.

TOURIZM now
BIZNES

Explores all that make the tourism industry the pillar of our economy and meets the people who are the heartbeat of this industry.



Exploration of the world of the poetry and getting to know the artists performing this art form.

MADE IN
SEYCHELLES

A walk-through of the fabrication process of locally made products.



A mix of entertainment and educative topics for the youth featuring lively performances, competitions and discussions.



A 3-part programme whereby different groups of young dancers compete in a dance battle.

2019



A guest gets a complete makeover in each episode and tips on social etiquette.



A journey in Seychelles local literary scene to meet local writers and partake in bits and pieces of their work.



A monthly magazine that elaborates on a range of topical issues.



A 2-episode spinoff of 'Lakwizin' where Vurna and two chefs prepare simple dishes but fit for the festive season.

**Nou lanvironnman,
Nou Planet**



Environmental series that draws attention to environmental issues and efforts at preserving Seychelles' delicate flora and fauna.



The documentary depicts the history of Victoria as it marks its 240th anniversary. It also speaks of the nostalgia of the town known to the oldest generation alive.

2020



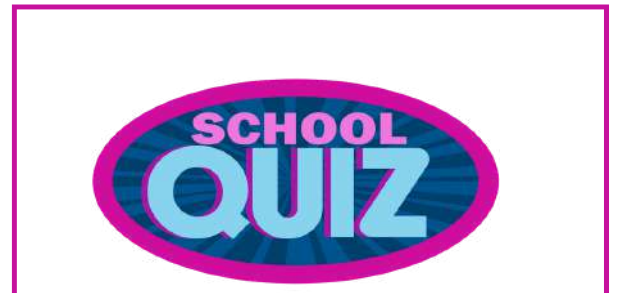
This series, produced in partnership with IDC, takes viewers on a journey to Seychelles' outer islands from the comfort of their homes.



A music programme where the guest comes with 5 of their favourite 60s, 70s & 80s songs, talks about them, before they are played.



Military personnel and Civilians go head-to-head competing in different physical activities.



Reintroducing the Original Quiz competition, but with a modern feel.



The youths take centre stage in this talk show touching on topics of interest to the young demographic.

2021



The monthly program analyses and question issues related to the economy and with the help of experts try and find solutions and ways forward.



This monthly magazine explores different aspects concerning the development of Agriculture in Seychelles.



Journey into the past to rediscover our traditions and culture, that has made us who we are today.



A group discussion on current affairs in the country. The topics are on pertinent national issues, and on which the general public would invariably have varied and differing opinions.



A cookery show hosted by a popular local entertainer. Discover how to make a special but simple dish in each episode.



Live discussion addressing topical and pertinent issues with guests in the studio to answer public concerns on the topic being addressed.



A TV summary of the weekly Paradise FM radio chart show.

Postponement and cancellation of major events in 2020

Following the cancellation of major local events and also international sporting events like the Olympic Games and Euro2020 due to the COVID-19 pandemic, SBC had to reassess some of its programming and make up for the loss of hours in live and recorded programming. The outcome was a selection of newly produced and repurposed contents that celebrated the national day events in June. The same was emulated for subsequent events such as '250an Sesel' and 'Festival Kreol', which in normal times would have been commemorated on a larger scale.



SBC aired features produced by the Seychelles Tourism Board to celebrate 250 years of Seychelles



Promo of 'Festival Kreol' TV lineup

6.3 Radio Programmes

Radio remains one of the most widely accessible form of media and it is now available on many platforms. SBC Radio is the pioneer of radio broadcast in Seychelles and nowadays in this competitive media landscape, we are continuously finding innovative ways to remain relevant and engaging so as to meet the ever growing needs and expectations of the audience. We remain committed as the national public service broadcaster, to deliver on our mandate - to inform, educate and entertain, with credible, timely and relevant information, in an engaging, dynamic and professional manner.



Radio Team on the occasion of Radio Day 2020

In 2018, we embarked on a revamping process for both stations, which included creative sessions to identify compelling content, the recruitment and training of a young dynamic team, on both full time and part-time basis, investing in new technologies, and a well thought out plan in the scheduling of our content.

This continued in 2019, but it was a challenge to keep up with it in 2020 and 2021. We had to adapt to the COVID-19 pandemic situation, during lock down and eventually community transmission – its impact on our staffing and programme delivery, since it was not easy to get participants for our programmes.

We adopted a Plan-Do-Review approach based on current situations, in our endeavour to continuously deliver on the increasing demand from our audience and stakeholders, whilst at the same time maintaining and where possible, improving on the standards of our output. This included introducing flexible working hours, investing in resources to facilitate staff to work from home so as to limit staff in the office, revision of the on air presenter's roster, more audience interactivity and other innovative ways to get interviews and access to information.



We also saw a significant increase in requests for Press Conferences from different ministries, notably Health, Finance, Education, Employment, as well as for political programmes. To mitigate its impact on our output, and to offer our audience a wider option, content wise, Paradise FM kept to its normal scheduling with more entertainment content whilst Radyo Sesel had to constantly review its broadcast schedule to accommodate for the speech-based content, listed above.



Producers Harry Barbe and Producer Emma Laporte at work in the broadcast studio

Both stations offer a 24 hour service, filled with compelling content, from pre-recorded programmes and live interactive on-air shows, covering most sectors of society, as is stipulated in the SBC Act.

The move from Union Vale to Hermitage in 2018, with all facilities under one roof, facilitated better coordination of resources which also helped in improving our outputs, thus propelling the two stations to even greater heights.

In 2019, we saw the implementation of a more modern version of the programming software, RCS, for Paradise FM and a similar software replaced the archaic Raduga System for Radyo Sesel. This facilitated a better programming workflow, with adequate rotation of different genres of music material, programmes, radio imaging and radio commercials, and voice tracking for live, automated radio shows, on both stations.

Radyo Sesel started its 24-hour service in 2018 with the Raduga payout system, but this was eventually replaced with the RCS in 2019, which brought about better work flow in terms of programming and scheduling of content which can now be done for months ahead. The new play out system also enabled the station, for the first time since its introduction, over 50 years ago, to have a self-operated system, with facilities for automated shows as well. This allows for the presenters to manage their mixer desk by themselves, releasing the technical operators to attend to other needs of the station.

With new technologies, we are now also able to link both stations for combined broadcasts, and both studios are also well equipped to facilitate sharing TV content on Radio.

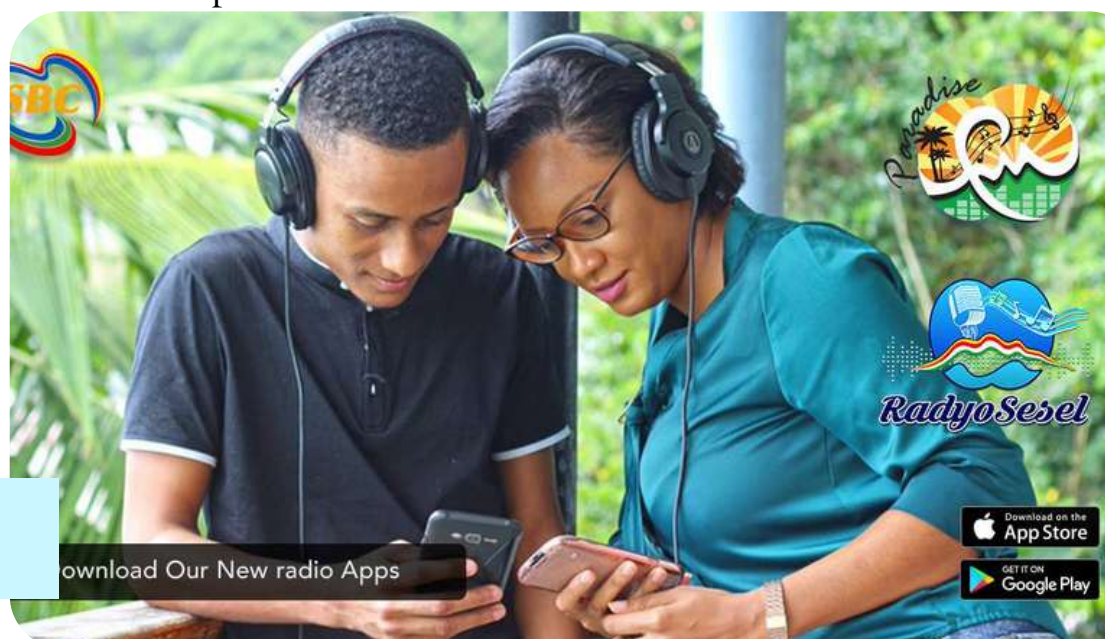
Both stations also now have a radio app. The Apps were launched in October 2018, and have been instrumental in enabling our Radio services to be part of the digital revolution.

In July 2021, we saw the successful implementation of airing live radio shows, the monthly Open Microphone radio programme, on our Television channel.

A televised version of the popular Paradise FM show, Chart Attack also started in 2021.

In December 2021, albeit COVID-19 restrictions from the Ministry of Health, the 3rd edition of the SBC's Paradise FM Music Award was successfully broadcast on Paradise FM, SBC TV and Youtube.

These cross-platform opportunities for airing our content, is also a great achievement for radio as it gives our audience yet other platforms to access our content and interact with us.



Radio Apps launch promotional photo

Paradise FM has replaced most automated shows with live assist shows daily, from 6am to 8pm, Monday to Saturday, and 8am to 1pm on Sundays. We also have local productions, be it live or pre-recorded from 8 pm to 10 pm Mondays to Saturdays, thus local content from 6am to 10pm except on Sundays when we have a few international shows from 8 pm. This includes popular interactive radio shows, with educational and informative content, talk shows, live interviews on topical issues, whilst at the same time keeping to its format of more music, less talk, thus entertainment as well.

Radyo Sesel offers a wide range of topical, discussions, documentaries and entertainment programmes covering mostly all sectors of society.

We tried our utmost to accommodate all stakeholders in their requests for coverage of their activities/events either through phone-ins, field reports, roadshows and other outside broadcasts, as well as pre-recorded programmes.

However, the station experienced a lot of setbacks in its content delivery, in that we had to constantly change our programming schedule to cater for the live broadcast of Press Conferences, National Assembly (NA) sessions, as well as delayed broadcast of TRNUC sessions, often lengthy and impacting on our scheduled content.

We also scheduled a limited number of international content to compliment the local productions.

As previously stated, given the COVID-19 pandemic, both stations had to alter their workflow, content scheduling, on-air shifts pattern, so as to keep the population well educated and informed, as well as bringing some joyful moments to them amidst this stressful and uncertain situation.

Paradise FM presenters performing during the second SBC's Paradise FM Music Award

The change process proved to be successful as both stations are winning back their audience, Paradise FM maintaining its first position as the number one FM station on the island, and Radyo Sesel climbing from third to second position as per the 2021 audience survey.

The dynamic, multi skilled and talented Radio Team remains committed and engaging to deliver with greater professionalism in our endeavour to continue to improve on our output, thus maintaining the SBC Radio as the go-to media, and also contribute towards achieving the station's objectives as stipulated in the SBC's Strategic Plan.

“Change to Inspire”



Radio Sesel Producers Carol Nicette and Harry Barbe during an outdoor live broadcast

Some of SBC Radios' achievements in 2018 - 2021:

- The very popular weekly Chart Attack show on Paradise FM, for three consecutive years, which has culminated into an end of year popular Radio/TV show – the SBC's Paradise FM Music Award.
- The monthly Open Microphone programme on Radyo Sesel, TV and YouTube
- The Presidential Debates
- Coverage of the Presidential and National Assembly Elections
- Coverage of the Jeux des Iles in Mauritius
- End of year roadshows
- The introduction of the two radio apps
- The 24hour broadcast service on Radyo Sesel
- The move from analogue to digital broadcast
- Radio content now aired live on TV as well



Paradise FM Presenter Chicco Martino takes a souvenir photo with Jamaican artist Anthony B after an interview on Paradise FM



Local radio programme genres

- Documentaries
- Features
- Magazines
- Discussions / Debates
- Talk shows
- Interactive/Entertaining shows
- Live Shows
- Outside broadcasts, Roadshows
- Children's programme
- Educational
- Sports
- Senior Citizen programmes
- Tourism
- Environment
- Health
- Agriculture
- Fisheries
- Economy
- Factual / Current Affairs
- Radio Games
- Living Values / Ethics
- Religious programmes



Paradise FM Presenters Cusman, Chanty, Nathalie Chocolat and Oriji interacting with the young participants of 'Dan Lespri en Zanfan'

6.4 Live Content on SBC

National Assembly



The National Assembly sessions are broadcast live and in full on SBC2 on Tuesdays and Wednesdays. The News Section also produces a weekly summary of the National Assembly proceedings.

The first session of the 7th National Assembly on the 28th October 2020 was filmed using robotic PTZ (Pan, Tilt, Zoom) cameras.

Filming in the National Assembly chamber was, up till then, a task performed by camera operators from SBC.

The SBC assisted the National Assembly with the implementation of the setup as well as with training of the staff of the newly-formed broadcast unit of the National Assembly.

The SBC continued to support the broadcast unit until they were proficient in directing the live sessions.

Truth, Reconciliation and National Unity Commission



SBC3 was reactivated on Monday 9th September 2019 to broadcast the live sessions of the Truth, Reconciliation and National Unity Commission (TRNUC).

The Commission has been established through the Truth, Reconciliation and National Unity Commission Act of 2018.

The sessions are recorded by an independent media house on behalf of the TRNUC and are also streamed live on the SBC YouTube page, mostly for the benefits of the diaspora.

The sessions are normally for two to three weeks every month and they are also podcasted on the Radyo Sesel App.

The TRNUC's mandate is for 3 years, and ends in 2022.

Indian Ocean Games



The SBC dispatched a delegation of 30 to Mauritius in July 2019 to provide intensive coverage of the 10th Indian Ocean Games from 18th to the 28th July.

The delegation comprised of technical operators, IT technicians, engineers, journalists, producers and graphic artists.

It was in preparation for the Games that the SBC Board of Directors approved a resolution to enable a third SBC TV channel on the DTT platform. This channel, SBC3, was initially to be used as a dedicated IOIG channel during the games.

Prior to the Games, the SBC team also undertook a comprehensive planning exercise through the Association des Radios-Télévisions de L'Océan Indien (ARTOI) in order to chart a plan where the regional broadcasters could cooperate and complement each other by sharing resources and contents.

This enabled the SBC to bring various live events as well as recorded ones in partnership with ARTOI.

Under the aegis of ARTOI, the SBC also contributed to a daily live TV magazine covering the main events and results of the day.

Parallel to that, the SBC team also prepared its own daily TV and radio magazine with the focus being on the performance of the Seychellois artists.

To complement the team in Mauritius, a team based at the Hermitage station was also set up to ensure that all broadcasts especially the live ones are smooth.

Live and delayed coverage of the various sporting events also extended to the two **radio stations**.

At the end of the Indian Ocean Islands Games, all staff involved were awarded a spot bonus in recognition of their contribution in the successful coverage of the Games. This bonus was in lieu of any overtime claims arising from the coverage of this event.

The Gross Total Amount paid for the IOIG spot bonus was SR355,200.



Sports Journalist Vitana Gabriel presenting Magazin Sport from Mauritius











These were disbursed in three tiers:

- Tier 1 - All staff who were in Mauritius were paid SR 6,000 each
- Tier 2 - All output staff who were working in Seychelles received SR 4,000 each
- Tier 3 - Non-output staff who were working in Seychelles were paid SR 2,000 each



Seychellois athlete being interviewed during IOIG 2019

Table 1 shows the number of events covered by the SBC during the IOIG

Sporting Events covered during the IOIG	Number Events/matches covered in full (live/delayed)
 Football	12
 Swimming	5
 Volleyball	13
 Basketball	15
 Athletics	4
 Weightlifting	3
 Badminton	2
 Boxing	4
 Judo	1
 Table Tennis	2
Total	61

Other Live Programmes

- SBC Magazine
- ARTOI Magazine



Generique of SBC Magazine & Magazine ARTOI

Other Live Content

Since 2018, the SBC has been engaging with local sports federations with a view of bringing more live local sports on its channels.

Date	Event
1. February	Sports Award of the Year 2018
2. 23rd March	Volleyball Federation Shield
3. 30th March	37th National Swimming Championship (SACOS) (Day 1)
4. 31st March	37th National Swimming Championship (SACOS) (Day 2)
5. 11th May	International Open Water FINA Swimming Competition (Day 1)
6. 11th May	Football Federation: CHAN 2019 Championship Seychelles/Botswana
7. 12th May	Basketball Knock-Out Tournament Best of 3
8. 12th May	International Open Water FINA Swimming Competition Day 2
9. 24th May	Basketball Finals 3 Rounds
10. 26th May	Basketball Final: Premium Cobras v Beau Vallon Heats
11. 15th June	National Schools Athletics Championships
12. 12th July	Sending-Off IOIG delegation to Mauritius
13. 14th August	Medal Awards Presentation IOIG Athletes Team Seychelles
14. 17th August	President's Cup 2019
15. 23rd August	CAF Confederation Cup League Cote d'Or v Famboni FC
16. 5th September	SFF Football World Cup Qualifier Seychelles v Rwanda
17. 11th October	Body Building Competition (pre-recorded)
18. 13th October	SFF AFCON 2021 Qualifier: Seychelles v South Sudan
19. 27th October	SFF CAF Confederation Cup Cote d'Or v Al Masry
20. 10th November	SVF Land Marine Cup Finals: Cascade v Arsu
21. 10th November	SVF Land Marine Cup Finals: Neo Boyz v Premium Cobras
21. 30th November	SVF Cup Finals

Table 2 shows the local live sporting events covered during 2019.

Press Conferences



Press conference by the Central Bank broadcast live on all SBC platforms.

Press Conferences are a relatively new development in our media landscape. Prior to 2020, Press Conferences were few and far between and most of those were recorded.

Since 2020, there has been a considerable increase in the number of Press Conferences, especially Live Press Conferences, triggered mainly by the COVID-19 situation and the subsequent need to keep the public informed and updated in a timely manner.

A Press Conference is a media tool which brings important and updated information to the public in a timely manner.

By their important and/or urgent nature, Press Conferences generate news and are invariably newsworthy.

Press Conferences are normally aired on SBC3, Radyo Sesel and YouTube. In the event of clashes in scheduling, they are redirected to other channels.

In 2020, the Corporation covered over 133 Press Conferences, of which 125 were live. The SBC has spearheaded this initiative now that it has the technological capability to enable same relatively easily, as part of its mandate to help ensure an informed and educated public.

The SBC subsequently published its Policy on Press Conferences in May 2021.

6.5 Foreign Content

Appendix 17.2 provides a list of international programmes procured and broadcasted between 2017 and 2021. The SBC pays for these foreign programmes through the revenue that it generates.

Over the past couple of years, the revenue earned has declined, with the adverse economic impact that COVID-19 has had on adverts, sponsorship, and other sources of revenue.

In previous years, the SBC accumulated debts for the foreign programmes that it bought. The SBC has endeavoured to reduce such debts, successfully, so that it can sustain the demand for existing and new content.

Part of this strategy has also been to diversify the programme suppliers, whilst offering new content formats. In the past, there were two main programme suppliers, by the end of 2021 SBC was procuring content from nearly a dozen suppliers.

This has enabled the Corporation to provide more variety and value for money to the taxpayers.

Notwithstanding the aforementioned improvements, there have been ongoing calls for the SBC to improve its international content offerings. Any broadcaster would want to provide the best possible programmes to its audience. It is important to state, however, that such programmes cost significantly, and the limitation is invariably funding as the Corporation must use its limited revenue to cater for a broad spectrum of content for its broad spectrum of audiences.

SBC is grateful for the contributions from its free-to-air international partner broadcasters, such as DW, VoA & the BBC World Service, that provides the Corporation with free individual content that helps diversify our content offering and supplement our scheduling.



Some foreign content aired on SBC

BBC World Service



Since April 2019, the SBC has been airing of TV programmes acquired from the BBC World Service. The series of TV programmes include Africa Eye, Life Clinic, Sport Africa, What's New and The She Word. These are new formatted programmes produced for Africa audiences.

The programmes were secured through a barter arrangement, which means that there are no fees being paid by SBC for these contents.

The normal cost for the programmes would have been over 50,000 USD per year. The licence is for a period of 3 years with unlimited runs.

This endeavour started with a meeting with the BBC Africa representatives on the fringe of the SABA AGM in November 2018.

The first airing of the TV programmes is on SBC 1 on Mondays, Wednesdays and Fridays at 7.10 p.m and is repeated on SBC2.

SBC has also acquired BBC Radio Programmes free as part of this agreement and has a perpetual licence period. The Radio programmes will be aired as soon as the Satellite receivers from the BBC are installed.

AFCON 2019

The SBC was one of the few African broadcasters that secured rights to Broadcast the Africa Cup of Nations 2019, for Free-to-Air Terrestrial TV only.

The popular football tournament took place in Egypt from the 21st of June to the 19th July 2019.

The Africa Cup of Nations is the biennial international men's football championship organized by the Confederation of African Football (CAF).

The tournament was aired on SBC2 and included all the matches from the elimination stage up to the final.

Voice of America

Voice of America is a U.S. multimedia agency which serves as the United States government institution for non-military, external broadcasting. It is the largest U.S. international broadcaster. VoA produces digital, TV, and radio contents in 47 languages which it distributes to affiliated stations around the globe.

In October 2019, the SBC secured an arrangement to broadcast VoA programmes on both TV and radio.

TV programmes include Our Voices, Straight Talk Africa, Africa 54 and radio programmes include Border Crossing, Encounter, Health Chat and others.

The rights acquired however, did not allow the SBC to relay the matches on its channel to the two IPTV providers, namely CWS TV and Intelvision.

SBC was able to acquire this key African tournament for the first time in a very long while, due to its proactiveness within the African Union of Broadcasters (AUB) of which it is a member.

SBC also secured eight additional tournaments which include the Africa Cup of Nations for the Under 17, 20 and 23, The Women's Cup of Nations, the CAF Champions League and Confederation Cup and a few others.



Two major international sporting events; UEFA Euro 2020 and Summer Olympic Games that were set to take place in 2020 were postponed to 2021 due to the COVID-19 pandemic.

2020 Summer Olympics



SBC broadcast more than 170 hours of the Tokyo Olympic Games from the 23rd July to the 8th August in 2021.

SBC's Olympics broadcast schedule comprised of 9 hours of live and delayed content daily on SBC3, coupled with daily highlights of 52 minutes on SBC1. Some events were repeated in the evenings on SBC3.

EURO 2020



Football fans were able to enjoy the best of European football on SBC television from June to July 2021.

SBC aired 15 of the 51 live matches of the tournament on SBC2. These included group stage, knockout stage and the final match.

In addition to the live matches, viewers also enjoyed 22 highlight programmes of 52 minutes.



“ [Tomorrow] we will have the opening ceremony, we will head to the main Olympic village for that...I am looking forward to be part of the ceremony.

Rodney Govinden

Quote from Seychellois Sailor Rodney Govinden shared with SBC Sports & Multimedia teams.

6.7 Archiving

The fundamental function of the SBC Archives is to ensure that all the TV and radio programmes produced by the Corporation are preserved so that they are available to be aired again to provide information and entertainment for new audiences, either in their original form (for example, the programmes currently aired on SBC2) or as “repurposed” items, such as part of an interview from an old news story being incorporated into a documentary about the person speaking.

There is also a demand from the public for access to audio and video material produced and held by the SBC and, in the next year or two, the provision of this as part of a video or audio on demand (VOD/AOD) service in return for a fee can become a source of revenue for the corporation.

Moreover, it is now recognised that speeches, news reports, descriptions of important events, personal narrations and reminiscences, interviews and discussions (audio and video) have to be collected as historically valuable records.

The SBC archiving team has the responsibility for collecting, managing, preserving, promoting and providing access to this priceless national audiovisual heritage.

While the current output of the SBC is born-digital (it originates in a digital format), programmes and news reports produced up to around 2005 were in analogue format (audio recordings on reels of magnetic tape; video recordings on U-matic and Betacam cassettes).

These now have to be digitised before they deteriorate because of the combined effects of age, heat, humidity, fungus, insects and dust (although measures are in place to reduce the impact of these as much as possible) and while the equipment used to play them is still available: audio tape machines and video players are no longer manufactured, and the new generations of engineers of the digital era do not know how to repair them.

Digitisation “before it is too late” is one of the top priorities of the moment. There is such an enormous backlog of analogue material to digitise (some 25 thousand reels and cassettes altogether) that the SBC has started a project to enroll the services of an overseas company specialised in this work. The pilot project was successful. We expect digitisation to proceed in earnest on a bigger scale in 2022 , now that the government has provided some funding for that purpose.



Another priority which is keeping the Archiving team busy is the indexing of the archives. This means entering information about the contents of programmes and news items (for example, the people and places that appear in a programme) into a searchable database.

When anyone using the archives asks for footage of a person or a place it is then easy to know where that footage is. Without indexing, there can be a huge collection of stored materials that not much use can be made of because no-one knows what they contain. Again, the archiving team is having to deal with a huge backlog of material that still needs to be indexed.



The Institut National de l’Audiovisuel (INA) in France sent two missions to Seychelles in 2019 to advise the SBC as well as other institutions holding audiovisual archives. SBC archivists have also participated in webinars on digital preservation organised by Broadcast Media Africa.

A control room with multiple monitors displaying various video feeds and a keyboard with a hand on it. The background is a blue-tinted image of a control room. The main monitor shows a grid of video feeds, with a large central feed showing a group of people. To the right, another monitor displays a graphic with the text 'EVENING MAN HISTORIK'. Below the monitors is a keyboard with a hand on it, and a control panel with various buttons and lights.

7. COVERAGE OF 2020 PRESIDENTIAL AND NATIONAL ASSEMBLY ELECTIONS

Overview	71
SBC reaffirms impartiality	73
Main polling day	74

SBC's coverage of the 2020 Presidential and National Assembly elections was its most comprehensive, informative and engaging coverage of elections to date.

With an array of original content across multiple platforms, SBC contributed its part towards a professionally run election and the smooth functioning of our democracy.

With over 20 years since the Presidential and National Assembly elections were held together, the 2020 elections was a challenging one for the SBC team. The public expectation was very high in terms of the timeliness of the reports, news bulletins, live coverages and results as well as the quality of sounds and pictures that we could provide.

From the outset, SBC's approach was to be adequately prepared, both in terms of planning and resources, notably

human resources and equipment. To ensure a joined-up approach between the different sections of the Corporation, a road map was drawn detailing the broadcasts up to the announcement of the election results.

In the months leading up to the elections, SBC staff stepped up their preparations through in-person and virtual training sessions.

The sessions which ranged from Election Coverage; Election Reporting to Election Processes were facilitated by local and international specialists in the field.



The Presidential candidates in a souvenir photo after the second presidential debate.

The trainings equipped the SBC team with the skills to break new grounds with coverage.

SBC's official coverage of the 2020 election was launched on September 16, 2020, to coincide with the Nomination Day for Presidential candidates. A remote studio and crew were present at the SACOS Tower to provide a well-rounded coverage of the nominations of each hopeful Presidential candidate which was broadcast LIVE on SBC Radio, TV and YouTube. The same was replicated on September 18 for the nomination of National Assembly candidates.

'Konn ou Kandida' on television and 'Portre' on radio were intimate one-on-one interviews with the candidates.



Snapshot of the generique of 'Konn ou Kandida' programme

They gave audiences an insight into the private personality of each presidential candidate. The programmes delved into their aspirations, their passions, countries visited, tastes in music and movies, family life, their biggest fear, among others. The nation got a glimpse of them as an individual beyond their political views, affiliations and manifestos.



Live coverage on Nomination day at Electoral Headquarters

Amid restrictions on traditional political activities due to COVID-19 pandemic, SBC came up with new initiatives to facilitate political parties and candidates to access the electorate in addition to the Party Political Broadcasts (PPB) provided for under the Elections Act.

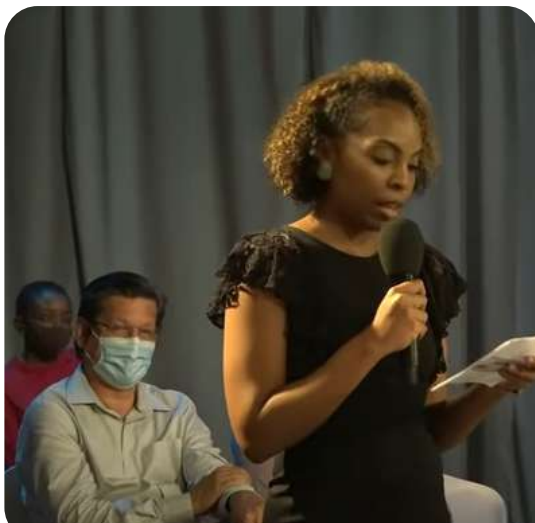
In a first for the Corporation and the country, SBC delivered two LIVE 'Deba Prezidansyel' or Presidential Debates on all SBC platforms.



Presidential debate Moderator Judge Bernadin Renaud and Presenter Patsy Athanase

SBC received over 1000 questions from audiences following a public call for questions. A specially appointed committee grouped those questions into themes which covered major policy positions and social issues.

The electorates' involvement in the process went further, whereby some members of the public were invited to pose the questions to the presidential hopefuls. The first and second debates reached 10,616 and 14,941 views respectively on YouTube.



Audience member Kelly-Mary Annette posing a question to the candidates

Deba Prezidansyel was hailed as a success and is slated to become a permanent fixture in future elections.

SBC News invited the running mates to discuss issues of importance to the community via interviews which were aired in the News bulletins. They explained their respective Party's manifesto.



Each candidate received the list of questions from the public after the debate

SBC reaffirms its impartiality in the face of criticisms

In September 2020, SBC had to reaffirm its impartiality following criticisms from both sides of the political divide and, also, social media attacks questioning the Corporation's impartiality and independence mostly about political coverages in the news.

Main Polling Day



Over the three days, there were regular live updates on both TV and Radio and on the main polling day, apart from the regular live updates, there were additional news bulletins with live reports contained therein, live streaming of broadcasts on the SBC YouTube channel and updates of the results as they came in and up to the official announcement of all results.

SBC staff were based at the various polling stations to report on the day's running and others at the Headquarters to lead discussions and presentations around the results.

The staff had to work long hours to ensure a credible coverage of the elections until early the next day when the results were announced. But their job did not end there. During the coming days, they covered various follow up stories including the live Swearing In ceremony of the new President.

On the SBC radio Apps, a channel dedicated to the 2020 elections was created whereby all election-related information was posted. Regular updates on main polling day showed how the electoral process was getting on. Two days after the election, SBC YouTube Channel set a record for digital audience with 20.5 thousand views. The impressions and engagement was the highest ever across SBC digital channels.



Different coverages by SBC on main polling day

A technical operator in a blue shirt is shown from the side, operating a professional video camera mounted on a tripod. The camera is pointed towards an outdoor event area. In the background, there are green and red tents, a crowd of people, and trees under a clear blue sky. The operator is wearing a black earpiece.

8. EDITORIAL GUIDELINES

Editorial Guidelines	76
Quality Control Updates	77

As the National Broadcaster, the SBC must ensure that it always maintains high ethical and editorial standards, guided by the stipulations of the SBC Act. The SBC published its first-ever Editorial Guidelines on 11th August 2020.

The 50-page document sets out standards to ensure that all content it produces and/or broadcasts adheres to the principle of fairness, accuracy and impartiality.

In his foreword, the Chairman of the SBC Board of Directors, Mr Gérard Lafortune described the publication of the guidelines as coming during a period of rapid political transformation where SBC's role is under scrutiny. "In the current transition from State Broadcaster to an independent and impartial National Broadcaster, public perception will take time to readjust. The strict adherence to these guidelines is fundamental in this process;" said Mr. Lafortune.

When setting out these guidelines, SBC drew heavily on those of other broadcasters and media houses around the world.

As CEO Bérard Duprès puts it, "We have not 'reinvented the script'; in producing its own guidelines, the SBC has adopted and adapted these best practices".

SBC's editorial guidelines serves to inform and advise content-makers (journalists, presenters, producers, and all

involved in producing programmes) on the editorial standards that the Corporation expects them to uphold. It will similarly inform our audience on the editorial values that the SBC will adhere to.

Moreover, the document may also be used as a primary information source for media students keeping with SBC's Strategic Plan undertaking to support the re-establishing of formal (tertiary) learning in the media sector.

The guidelines place a strong focus on basic editorial principles and journalistic values. It also addresses topics that sometimes raise significant issues for SBC, such as good taste and decency, privacy and conflict of interest.

The comprehensive document is a tool for output staff and the SBC's Editorial Committee to navigate difficult and sometimes controversial editorial issues, whilst also ensuring that compelling content can be made to the highest standards possible.

To this end, SBC encourages content-makers to push boundaries to attain truthful, accurate and sometimes provocative information to satisfy the public’s right to know.

To supplement the editorial guidelines, SBC has a series of internal editorial guidance which gives further explanations on how to interpret and apply these guidelines.

The first edition of SBC’s Editorial Guidelines is a forward-looking document which covers issues that are not currently being practised to the fullest in the country. In giving its endorsement, the SBC Board of Directors maintained that it should be a document that remains dynamic to be revised and developed further to adjust to changes in the media landscape.

The SBC firmly believes that, by adhering to the principles contained in these Editorial Guidelines, the Corporation can earn more respect and retain the public’s confidence while remaining accountable to its owners, the Seychellois people.

A copy of the Editorial Guidelines is available on the Public Documents Page on the SBC website.

8.1 Quality Control Updates

As part of its continuous improvement measures, in 2019 SBC introduced investigations into Audience Impacting Incidents and Complaints received from the public.

Audience Impacting Incidents refer to anything that goes wrong and interferes with the quality of what is broadcast, affecting the audience’s listening or viewing experience. This can range from a momentary “black” during a programme to audio issues. Complaints are from persons or organisations that feel that the actual content of a programme has caused them harm or offense – for example, someone may feel that a particular news report did not report the facts in a balanced and objective manner.

Quality control statistics		
	2020	2021
audience impacting incidents investigated	56	26
complaints reported & investigated	43	24

The Quality Control Team comprising the Head of Learning, Archiving & Quality Control, Pat Matyot, and the Principal for Learning and Quality Control, Nella Samson, are responsible for logging and investigating incidents and complaints.

In 2021, the

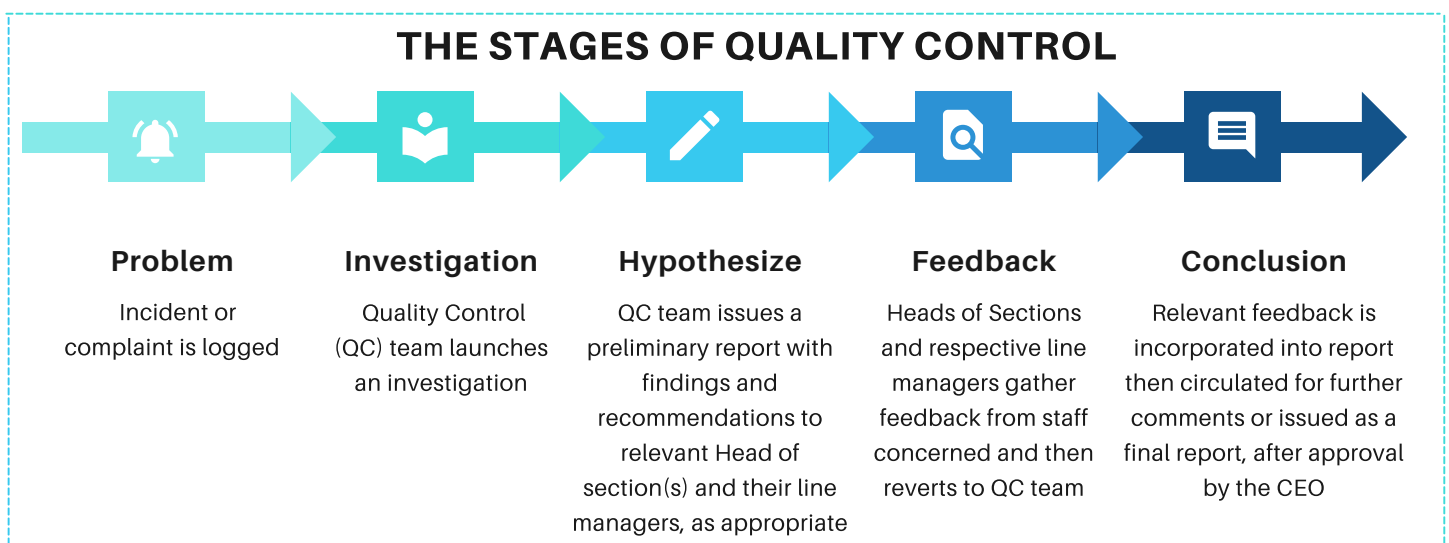
Quality Control team investigated 26 Audience impacting incidents and 24 complaints.

At the conclusion of each investigation into audience impacting incidents, a report is issued. The concerned Heads of sections are encouraged to take relevant actions where appropriate and to discuss the reports' recommendations with their team members as learning points to help prevent future occurrences of these issues.

A similar report is also issued after each complaint investigation. Depending on the findings, SBC will propose redress either in the form of an apology, correction or retrospective coverage if any wrongdoing by SBC is confirmed.

As a media organisation, the SBC treats all Audience Impacting Incidents and all complaints very seriously, hence this process to find the root cause of any glitches or errors.

SBC staff can notify the Quality Control Team of incidents which they think should be investigated, while complaints can be lodged by the public either via the Contact Us page on the SBC website or with an email to complaints@sbc.sc or in writing to the CEO.



9. AUDIENCES

Audience Surveys

80

Roadshows bring the studio closer to the audience

Since 2018, the SBC has been carrying out an annual audience survey, mostly online, to capture the views of its audience.

The first survey in June 2018 was done solely online and went on for two weeks. The level of participation was encouraging with a total of 536 respondents. However, based on feedback captured from the audience and comments section in the survey, the SBC reviewed the way it conducted its second survey the following year.

In 2019, there were two main changes: Firstly, the survey was conducted online and also via face-to-face interviews. The latter was introduced to capture the views of more mature listeners who are not online. Secondly, the questionnaire which had been judged as too long was split into TV and radio and done separately.

In 2020, the TV and Radio Audience surveys were carried out jointly, on account that it was a busy year for the national media. It was also conducted almost fully online to support the Corporation's cost cutting measures, as well as to mitigate the risk of COVID-19 transmissions. In this survey, SBC recorded the least participation since this annual exercise was launched in 2018. Only 270 responses were received which represented a 50% decline in participation compared to the 2019 surveys.

General Feedback

Gathering public views was fairly untapped in Seychelles, so the Audience Survey initiative was welcomed as a commitment towards further changes for the better. In 2018, around 50% of respondents believed that positive actions would be taken as a result of the survey. SBC reassured its audience that their feedbacks would be duly considered and acted upon where appropriate. The percentage of respondents who either agreed or strongly agreed was 52% in 2019 and 57% in 2020. This response dropped to 34% in 2021.

Consistently over the three years, 2018, 2019 & 2020, SBC received a lot of encouragement from respondents regarding work to improve both radio stations. Following migration to DTT in June 2018, several respondents commended SBC for a marked improvement on the quality of image on SBC TV in the 2019 TV audience survey. Respondents also expressed appreciation at the range of channels available on SBC platform which provides viewers with more options.

The positive feedbacks dropped significantly in the 2021 survey.

Areas needing improvement

One of the main concerns raised in all the four surveys was to do with the lack of reception of Radyo Sesel in many areas. In 2021, 22% of respondents were getting bad, very bad or no reception of Radyo Sesel compared to 17% in 2020, 28% in 2019 and 22% in 2018 who described their reception as bad or very bad. SBC has, for the past couple of years been seeking to redress this situation. In order to mitigate the reception issue, the Corporation has been seeking for funding to move Radyo Sesel to the FM frequencies to allow for better reception. This endeavour, also outlined in the SBC's Strategic Plan, is underway following funding allocation for the project in 2021.

In 2021, over 70% of respondents disagreed or strongly disagreed that SBC covers enough local news compared to 40% in 2020, 45% in 2019 and 55% in 2018. The audience have continuously expressed the wish for more local news reporting.

Over 65% of respondents rarely or never visited SBC's multimedia pages (YouTube, Facebook, Website, Apps) in 2018 and 2019. There was an improvement in 2020 and 2021, with around 45% and 39% of respondents respectively.

In the comments sections, many respondents, especially in areas with bad Radio reception, have expressed the wish to make use of these services but are deterred by the high cost of mobile internet data. Despite the impressive progress in usage over the past 4 years, there is much room for growth in the SBC's online audience.

Delivering on SBC's mandate

The majority of respondents (over 40%) believe that we are delivering on our mandate of educating, entertaining and informing the public. This has been consistent from 2018 to 2020. This perception dropped to under 30% in 2021.

In 2021, 22% of respondents believed that we are delivering on Article 168 (1) of the Constitution, compared to 32% in 2020, and 35% and 29% in 2019 and 2018 respectively.

The 2021 survey was conducted at a time when there was a lot of debate around the Corporation's policy of naming individuals in an ongoing court case, and that this has influenced several of the responses. SBC maintains that all feedback, either positive or negative, are valued and are duly considered.

All survey results documents are available on our website.

Table 3 shows some measures of audience satisfaction

Providing a quality service:		2018	2019	2020	2021
% of audience who believe the SBC provides quality programming	Television	45%	51%	53%	38%
	Radyo Sesel	49%	53%	43%	40%
	Paradise FM	61%	76%	70%	65%
% of audience who believe the SBC is objective, fair and balanced in its News and current affairs reporting and coverage		25%	32%	35%	16%
Providing a valuable service:		2018	2019	2020	2021
I am satisfied with the work that SBC is doing		47%	47%	61%	33%
Delivering on SBC's mandate:		2018	2019	2020	2021
to educate the Seychellois public		38%	42%	44%	27%
to inform the Seychellois public		44%	42%	53%	26%
to entertain the Seychellois public		47%	42%	52%	45%
Delivering on Article 168 of the Constitution in that:		2018	2019	2020	2021
it is operating independently of the State and of the political or other influence of other bodies, persons or political parties		29%	34%	32%	22%
it affords opportunities and facilities for the presentation of divergent views		29%	36%	37%	22%
All things considered:		2018	2019	2020	2021
I believe SBC has improved over the past 12 months	Television	32%	49%	41%	19%
	Radyo Sesel	48%	50%	47%	40%
	Paradise FM	52%	70%	68%	65%
	Online	36%	46%	61%	46%

*These percentages are the sums of the "Agree" and "Strongly Agree" responses from the Surveys

10. DIGITAL CONVERGENCE

Radio Apps	84
Website	86
Facebook	87
YouTube	89



SBC radio apps launched in 2018

10.1 Radio Apps

The SBC launched its two mobile apps for Radyo Sesel and Paradise FM on 17th October 2018, bringing the audience into the very heart of its broadcast personality and services.

With the new technology, audiences became co-creators of our broadcasts with us. Producers can curate and mix audience feedback into the on-air broadcasts in seconds.

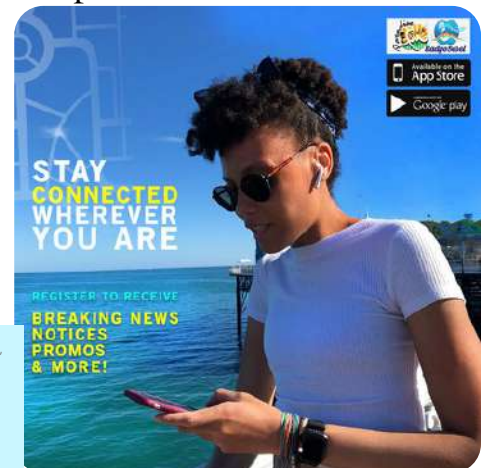
Available on iOS and Android mobile devices, the apps allow audiences to stream the stations live; catch up on popular content via podcasts and engage with the stations through audio, texts, videos or images. Beyond the domestic audience, the teams can now reach the Seychellois diaspora globally and engage with them in real-time.

The Radyo Sesel and Paradise FM Apps also boast several channels whereby adverts, promos, breaking news and notices are posted for the benefit of subscribers and revenue generation endeavour.

To further tap into the apps' commercial potential, the Multimedia and Marketing teams joined efforts to convert one of the most listened to radio slot into a new service. In 2021, death messages and death anniversary wish on the Radyo Sesel app were introduced with slow but steady upward uptake.

A practical benefit of the Apps is that they allow SBC to preserve its radio programmes in a cloud archive that can be available over time to all citizens of the Seychelles as part of the audio cultural heritage.

Social media advert to promote the radio apps



These two Apps were designed through a partnership with Immedia, a Durban-based technology firm. A key element is that SBC has complete ownership of the data, databases, and analytics from the platform.

Towards the end of 2020, both apps received some positive exposure which led to some of the highest ever downloads, registrations and Apps engagement. This followed a joint initiative between SBC and Immedia who ran competitions with exciting prizes.

Repurposing the same formula in 2021, the Marketing and Multimedia teams ran two contests on the Apps. The first was a prediction game on Paradise FM app to coincide with UEFA Euro 2020 then a photo competition on Radyo Sesel app during Festival kreol in October. Both campaigns yielded favourable results. The number of downloads of the apps combined reached 24,722 total downloads as at the end of December 2021.

The event also featured the premiere of a 10-minute video entitled ‘The SBC case study’ in which we shared insights with other public broadcasters into how we are striving to remain relevant in this digital era. (This video can be viewed on SBC YouTube channel.)

As part of SBC’s multimedia platform, these apps support and enhance the Corporation’s OTT strategy.



Radio Producers Thelma Pool and Lindy Servina with Stanio Sally of the Multimedia team in a souvenir photo with the Shahid Burka, runner-up in the photography competition on Radyo Sesel App



SBC also took part in a virtual Thought Leadership Workshop on the 19th of May 2021, with the theme ‘Decoding the future of public broadcast radio - insights from our Seychelles case study & learnings for the modern African broadcaster’.

At the end of 2021, the total number of downloads for the 2 apps, combined, was **24,722**.

10.2 Website

SBC launched a brand-new website in 2018. The new look came as part of the Corporation’s rebranding exercise alongside efforts to consolidate our online presence following migration to Digital Terrestrial Television that same year.

The website is designed to provide the audience with an easier way to access services. As part of this improved online experience, the public can follow live news at 12:30pm; 7pm and 8pm; listen to live radio 24 hours a day (Radyo Sesel and Paradise FM) and access podcasts; radio and TV archives; view content promo videos and download programme guides.

The website also has a ‘Public Documents’ page which serves as a repository of all public-facing documents, giving the public access to the SBC’s policies, and guidelines; SBC’s Strategic Plan, all press updates, and a range of relevant public documents related to our services including results of our audience surveys.

The website offers the opportunity for interaction with the public through a personalised contact page. The page links directly to relevant personnel from the different departments within SBC who can provide appropriate customer support and prompt feedback.

Another feature available on the SBC website is a page dedicated to ‘DTT’ which provides details about SBC’s Digital Terrestrial Transmission including informative videos. The public can also access our rate cards on the ‘Advertise with Us’ page and through that avail of opportunities to reach their target audience on all SBC’s platforms.

For those interested in taking up a career at SBC, they can apply directly through the website via the ‘Careers at SBC’ page.

The ‘News’ page is populated with articles from the Seychelles News Agency.



SBC website home page

10.3 Facebook

SBC made its debut on Facebook on the 29th May 2014. Over the years, several pages were created on behalf of the Corporation to represent different departments and their activities.

However, towards the end of 2017, all these efforts were harmonized into one SBC page, SBC-Seychelles Broadcasting Corporation, which is the corporation's official Facebook page. A multimedia unit was created within the Marketing section to manage the page and the Corporation's growing multimedia platforms.

On the Facebook page, news and current affairs programmes are posted regularly as well as programme promos, breaking news; announcements, and sharing videos and live streams from SBC's YouTube channel.

The Facebook page provides a quick way to engage with our audience. They can connect with SBC on a more informal level and also give helpful reviews on our broadcasts and services in general. SBC values audience experience and therefore responds regularly to queries made via the SBC Facebook page.

On Friday 22nd May 2020, the SBC joined other Broadcasters in the region to live stream "Le Grand Concert de l'Océan Indien" on its Facebook page. It featured over 30 artists from the region including 6 from Seychelles. The concert was an initiative of Réunion 1ère supported by the 'Association des Radios – Télévision de L'Océan Indien (ARTOI).

In 2021, the Multimedia team undertook a comprehensive social media audit which reviewed SBC's social media performance and identified areas in need of improvement. SBC enhanced the output on its multimedia platform with a two-fold approach.

The first was by continuing to complement outputs from other departments. The posting of selected News reports on Facebook was also introduced.



Seychellois artists that participated in Le Grand Concert de l'Océan Indien



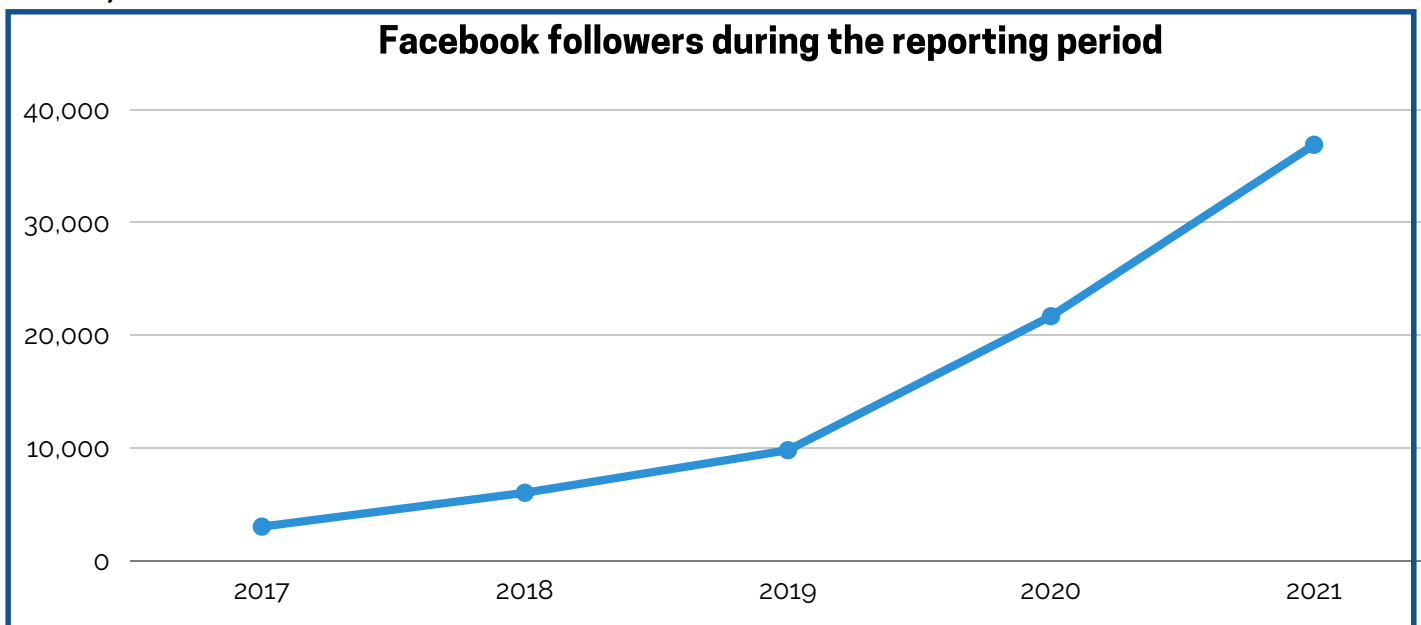
These selected reports garnered more views and engagements than the bulletins uploaded online in full.

Secondly, the Multimedia team developed content exclusively for its platforms. A new segment entitled 'History', featured photos of Seychelles in the past. Facebook followers reminisced about those times in the comments section.

'Real Life Stories' debuted in April 2021 as a Facebook series. Everyday Seychellois shared personal accounts of how they showed resilience in the face of adversity.

'Virtual Sightseeing' premiered in July 2021 and is aimed at audiences all over the world giving an up-close view about various places in Seychelles. The series provides fun facts of these various locations.

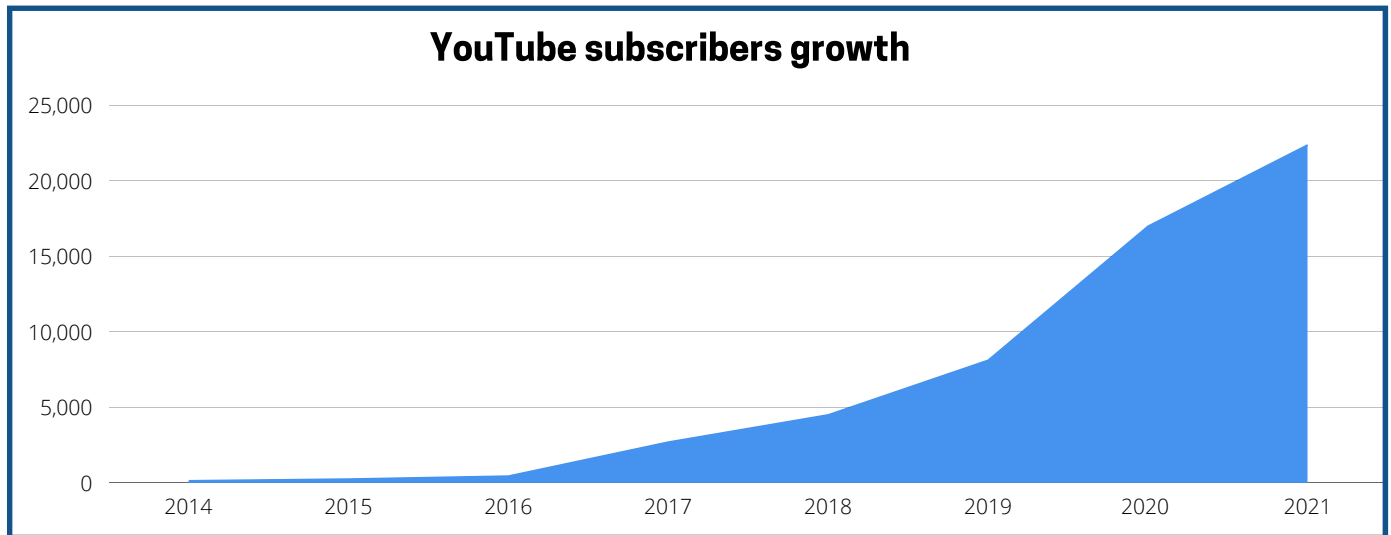
The SBC Facebook page had around 3000 followers in December 2017. It grew steadily to reach around 10,000 at the close of 2019. SBC was targeting to reach 25,000 followers by the end of 2021 but surpassed that figure to close the year with over 36,886 followers.



Growth in Facebook followers

10.4 YouTube

Whilst the SBC had joined YouTube in November 2008, the prevailing multimedia and content strategy did not foster much viewership and subscribers to the Channel. With multimedia becoming an integral part of the Corporation's overall content strategy in 2018, SBC's YouTube channel gained a steady increase in subscribers over the past 4 years. It reached 22,000 subscribers in 2021, making it the most subscribed YouTube channel from the Seychelles.



SBC's initial strategy with a YouTube channel was to enable SBC's content to travel beyond Seychelles, allowing the diaspora to access locally produced.

The SBC's content strategy in 2018 ensured that all News and Current Affairs programmes are published on the SBC's YouTube channel after initial airing on the SBC TV.

This strategy, along with streaming of live public events, and helped by improvements in internet connectivity in Seychelles, has spurred the growth in subscribers, as well as viewership, which reached 3.5million total views by the end of 2021.

Some Videos on SBC's channel on 3rd November 2020



A sizeable proportion of subscribers are based locally since the YouTube channel also doubles up as a catch-up service.

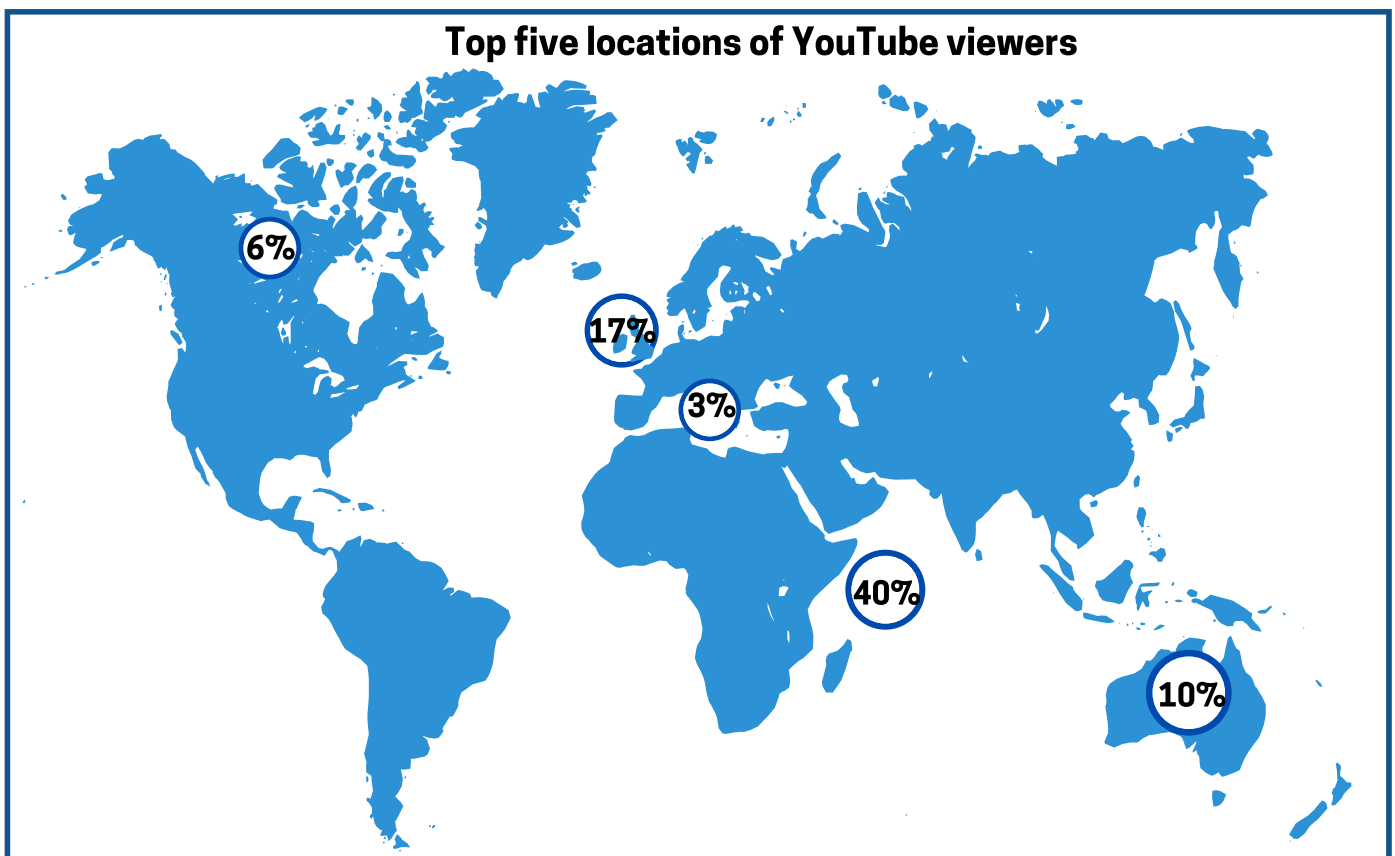
Subscribers and visitors to the YouTube page can view all the locally produced current affairs programmes mostly in the creole language aired on SBC television. These include News bulletins, Sports News, Topik Konversasyon, Tête à Tête, Dyalog an Direk and News Extra.

Important national events like the State of the Nation Address, National Day Parade and President’s Press Conference are also streamed live.

Since November 2019, SBC has been live streaming the Truth, Reconciliation and National Unity Commission sessions which has contributed largely to increase in viewers and gain in followers.

SBC’s YouTube channel has seen encouraging growth recently with subscribers reaching a high of 22,632 in 2021 becoming the most subscribed YouTube Channel from the Seychelles.

Stronger presence on social media and other online platforms has provided SBC with a direct and immediate connection with the audience.



11. COVID-19

Adapting	92
Credible Source of Information	92
Keeping Employees Safe	94
Financial Constraints	96

COVID-19

The disruption brought on by the coronavirus, COVID-19 was unimaginable. This global outbreak drastically changed the lives and livelihoods of many people. The disruption nonetheless made way for several positive and irreversible enablers. In these uncertain times, SBC’s mandate to ‘Inform, Educate and Entertain’ was validated. At the same time, the safety and wellbeing of SBC staff remained a top priority.

Adapting

The pandemic reinforced the recognition that internet connectivity should be an essential and affordable service. It precipitated SBC’s move to a more modern workforce, with productivity work tools, enabling our ability to work from home, where possible. Several staff availed of the Office 365 Business Suite.

Credible Source

The importance of mainstream media in countering Fake News became obvious during the pandemic. SBC became the go-to-source for factual information. In terms of delivering on our mandates, members of the public turned to SBC for credible information about the outbreak; our journalists, presenters, technical operators and schedulers among many others rose to the occasion.

SBC had been in full gear well before Seychelles recorded its first positive case. An extensive health education campaign was launched on all our platforms at no cost to the Department of Health.

SBC incorporated discussions around COVID-19 in our regular programme line up such as ‘Topik Konversasyon’, ‘News Extra’, ‘Tête à Tête’ and started broadcasting press conferences held by different government agencies live and delayed.

Following the Ministry of Education’s decision to close all schools, SBC 3 was dedicated to kids’ programming. For months, the scheduling team worked tirelessly to feed interesting and educational programmes onto the channel for the benefit of children.

COVID-19 content produced by SBC (January - May 2020)

27

Topik Konversasyon interviews

22

Programmes & Interviews on Radyo Sesel

271

News items (local & international)

37

Press Conferences

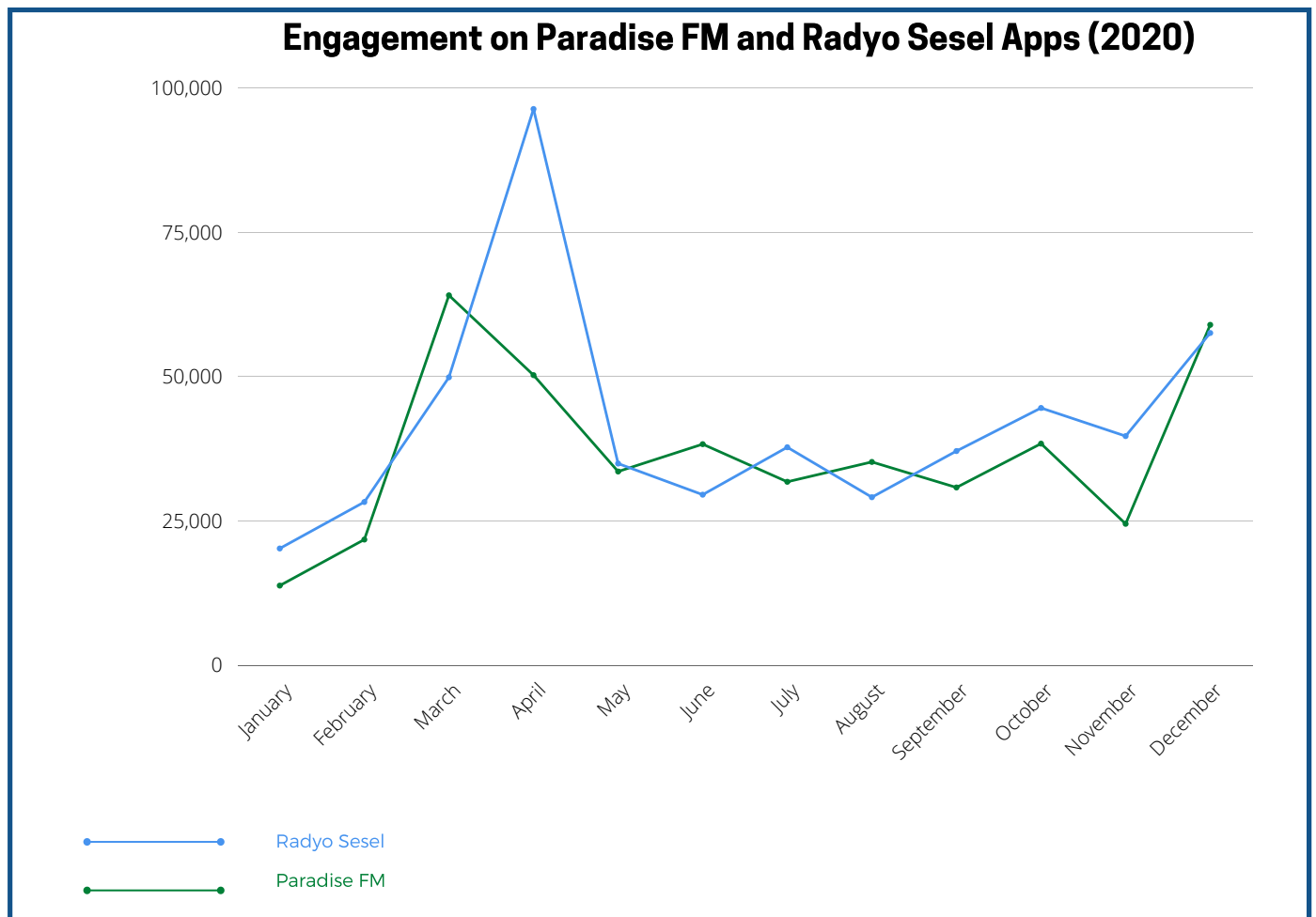
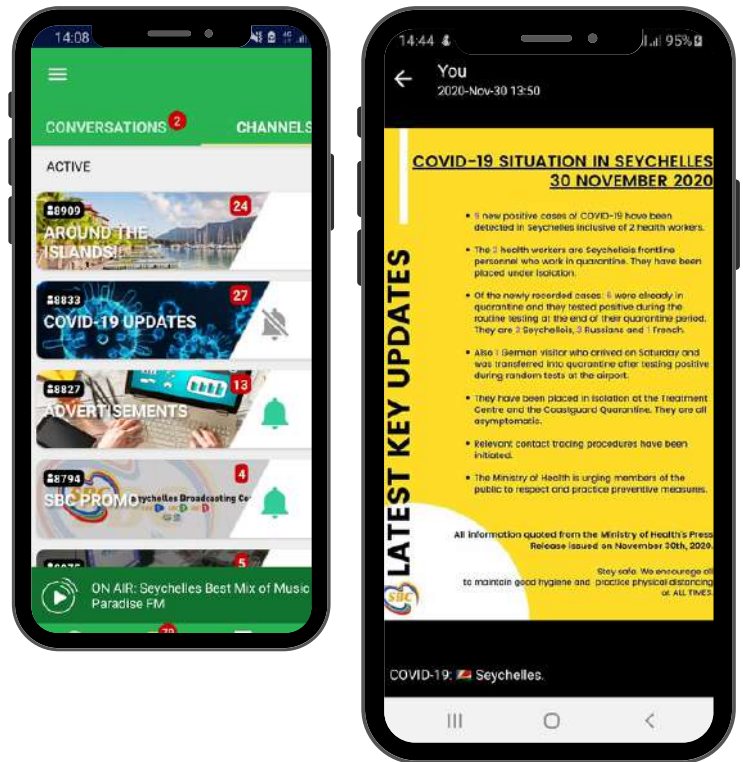
30

Other content including Multimedia

To further drive the information home, SBC also launched a COVID-19 channel on the Radyo Sesel and Paradise FM Apps to provide timely and regular updates on the situation.

Both apps recorded a peak, in terms of downloads and audience engagements, in the month of March 2020, the time that COVID-19 cases started hitting our shores.

The Paradise FM app had a total of 17,578 total visits in the week of 16th to 22nd March 2020 and Radyo Sesel app had a total of 17,909 total visits during the same period.



Keeping employees safe at work

SBC introduced a card-based clock in system and each staff received new identification card to clock in. The Kanna Mall Office counter was reinforced with sneeze guards to protect staff. Furthermore, the Corporation has invested in laptops, PCs, internet packages and Office 365 to enable working from home for the staff who can.

Front line staff were provided with hand sanitisers, gloves and masks. The Health and Safety Officer also collaborated with the HR section to have posters around the compound encouraging good hygiene. And the housekeeping team disinfected all shared surfaces regularly.



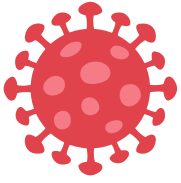
Face masks donated to SBC by the Chinese Government



Journalist Tresa Meriton reporting wearing a face mask

SBC introduced its Risk Management Plan for COVID-19. The plan outlines existing workplace hazards that could potentially enable the transmission of the COVID-19 virus and establish measures to mitigate these risks. The SBC also established the 'Sickness Self-Certification' procedure whereby a staff can take a day off to recuperate when not feeling well without having to produce a Sick leave certificate. The Management continued to keep all Staff updated on new measures via regular communication.

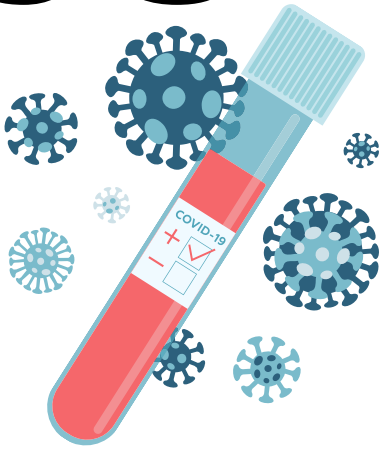
SBC was described as a "strong partner" to the health authorities and others helping the country to contain the crisis. SBC management and staff ensured a constant stream of information via various platforms despite restriction of movement order and technical limitations.



The effect of COVID-19 on our staff complement

This illustration below highlights the impact of COVID-19 on our work force to date.

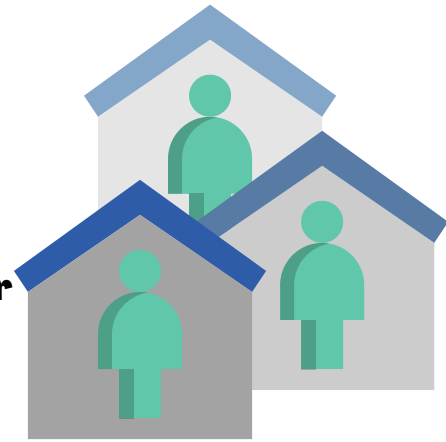
53



have tested positive and have recuperated.

106

have been in isolation or quarantine.



5

have tested positive more than once.

39



have been in quarantine more than once.



1237

the sum of the number of days that staff have been in quarantine or isolation.

Financial constraints

In light of the Government's revised economic and financial priorities vis-à-vis the impacts of the COVID-19 pandemic, the SBC's budget was cut by Rs 4 million; 2.1 million from salaries and 1.9 million from Goods and Services. This has aggravated the Corporation's already precarious funding situation. As a result, The Management proffered a series of cost saving measures to be implemented in their respective sections to reduce the operation cost of the Corporation and stay within budget.

The SBC Board of Directors collectively agreed to a 50% cut to their Board members' allowances, as their contributions to the austerity measures brought about by the Covid-19 situation.

SBC revised its Procurement Plan for the year 2020 to focus on managing its limited funds on maintaining core broadcasting services as we navigated the funding crisis caused largely by the COVID-19 pandemic.

Among the projects that were postponed included upgrade of the OB van to bring it to HD Filming Capability; relocation of the AM Transmitter and Masts from Union Vale and improvements on the Baie Ste Anne Tower and moving Radyo Sesel to FM frequencies.

All these projects have strategic importance for the improvement of the Broadcasting services provided by SBC.

The Corporation intends to achieve all those projects outlined on the Procurement Plan, albeit within an amended timeframe.



12. INFRASTRUCTURES

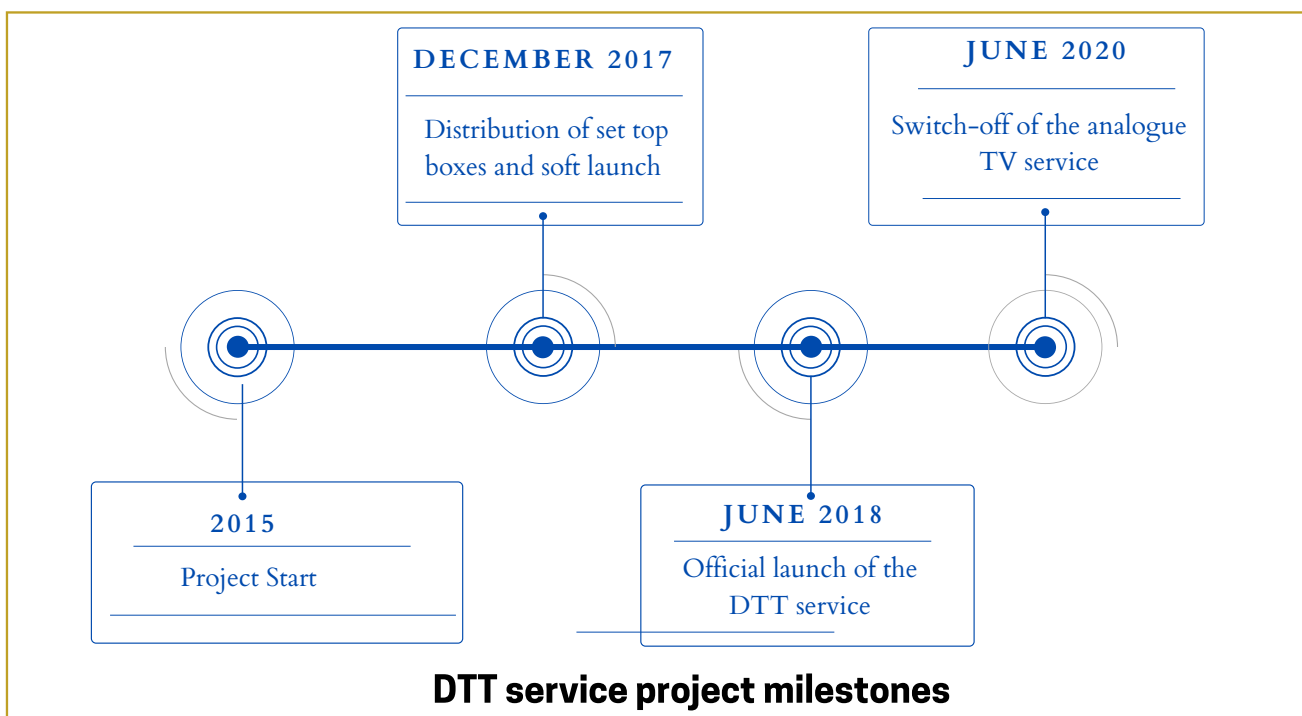
DTT	98
SBC House	103
Facilities Improvements	107
Modernisation of SBC Facilities and Equipment	109

12.1 DTT

There has been much improvement of SBC’s broadcast infrastructure for both television and radio services. The move to digital transmissions and platforms has provided the Corporations’ viewers and audience better quality and more options to receive and enjoy SBC’s programmes.

The E&T section has been in the forefront to implement several of these changes by providing internal and external support to drive the digital transformation whilst still ensuring continuous operation of the services being provided.

The DTT (Digital Terrestrial Television) project is the biggest infrastructural and technological investment in the SBC by the State in the past couple of decades, with around 70 million rupees spent on the project between 2015 and 2018.



Whilst the original premise for the move to digital, which came after the International Telecommunication Union (ITU) Regional Radio-communications Conference in 2006, was to allow the radio frequency spectrum to be freed up for mobile broadband services which needed more and more bandwidth,

the improvement that the Digital Switchover (DSO) has provided to television audiences around the world, including Seychelles, has been outstanding when compared to the previous analogue system. Better picture and reception quality and availability of multiple channels are notable improvements from an audience standpoint.

Despite these improvements, DTT remains a linear service. Linear TV is watched at a fixed time and place. Audiences of linear TV will continue to decline in favour of multimedia online platforms that allows the audience to watch TV programmes when they want, where they want and on the device of their choosing. This trend was already growing in the Seychelles at the time of the DTT project initiation and will accelerate as the cost of data for streaming continues to reduce.

Moreover, we had a broadcasting landscape where TV audiences were not watching SBC on the analogue service, but via the commercial TV platforms, namely Cable and Wireless' and Intelvision's, and with these reaching their homes via cables. Many, if not most, of these audiences were not willing to install an aerial and a Set-Top-Box that are needed to receive the DTT Service. Pertinently, this category of audiences did not have the need to do so, since SBC's new DTT Channels were going to be available on these commercial platforms, thanks to the pre-existing 'must-carry' obligation.

Consequent to these prevailing impediments to a widespread adoption of the DTT technology, the uptake of the SBC's set-top-boxes (STBs) have been much lower than hoped. This is despite the decision by the SBC Board to provide one STB free-of-charge to each household in the country.



Staff and guests attending the DTT launching ceremony in June 2018

The road to the DTT official launch on 28th June 2018 has been fraught with issues and challenges. Much time and effort were spent in putting the project back on track to a timelier and within-budget outcome. Delays in delivery of the STBs, signal distribution issues via the fibre network, transmitter interference and failures, and the new digital playout workflow glitches are among the numerous issues that had to be redressed.

Early in 2018, there was a challenge by the commercial TV operators regarding the SBC's intention to also have paid subscription-based channels on its DTT offering. The argument was that SBC was using taxpayers' money to compete with the commercial TV operators. This challenge was upheld by the regulatory authorities. As a result, SBC had to shelve its subscription-based channels ambitions for its DTT service.

SBC officially launched its service in June 2018 with 9 TV and 4 Radio channels. This included SBC1 and SBC2. SBC3 was added in July 2019 to cater for the Indian Ocean Island Games (IOIG 2019).

Alongside SBC1, SBC2 and SBC3, there are currently 9 additional Free-to-Air TV channels on SBC’s DTT Platform.

The launch of DTT was also fraught with issues from an audience perspective, notably programmes ‘going to black’, that is ending prematurely during broadcast, varying audio levels and issues related with reception of the DTT signal. Internally, the situation was worst, with an ill-prepared transmission team, not enough programmes to feed and integration of the playout. Most of the challenges that were encountered been put under control between June 2018 and June 2019. All of the SBC’s 17 transmitters on Mahé, Praslin, La Digue and Ste Anne have been fully operational.

Whilst millions have been spent in CAPEX (Capital Expenditure) for the DTT project, not much thought had been put into the ensuing operational costs of this service. As asserted in the Strategic Plan 2019-2021, the current level of funding did not recognise SBC’s modernization programme, let alone the direct costs already being incurred on its recurrent budget due to the DTT implementation. These costs include the recurring annual DTT-systems licences which was around SR3.3million per annum in 2019. These licences costs are here to stay as long as DTT is operating in the Republic.

As such, even if the SBC owns the DTT equipment, failure to pay the licences would mean that the DTT service can be stopped remotely by the service providers of this project.

The cost of bringing DTT signals to the transmitter sites (signal distribution), which is around SR1million per annum, is being catered by a third-party service provider. Aside from this ongoing financial liability, there are risks associated with having SBC’s DTT distribution network in the hands of a commercial entity. Both liabilities could have been mitigated if the DTT project planning catered for SBC to have its own signal distribution network.



DTT spot advertising free-to-air set top box

A microwave network, capable of delivering other services (such as live broadcasts), was estimated at around SR4million, as a one-off capital investment.

Other costs arising from the DTT project and not funded included:

- Gap-filler transmitters required to cover areas where DTT signals from the main transmitters cannot reach.
- Additional digital storage space required to hold higher definition programmes.
- Acquisition of additional programmes to cover multiple channel offerings over DTT
- Human Resource investment, in terms of new staff and training of existing staff to support the technical and operational needs of multi-channel DTT broadcasting.

The funding situation around DTT was described by the CEO “like a person buying a brand-new car, but without budgeting for the running costs, insurance, and road tax”.

The Digital Switchover has also enabled broadcasters to modernise their internal infrastructures, workflows, and pertinently; improve their employee skillsets. One of the many issues with the SBC’s DTT project have been a staffing complement that was not well prepared for the digital transition. Much retrospective effort has been put in these past couple of years to redress this, notably with training and in recruiting the right skills sets.

The decision by the SBC Board in 2020 to keep DTT as a free-to-air service is a noteworthy one, in that it has saved a significant amount on the annual licencing costs, namely encryption services. This decision also means that anyone can buy a compatible off-the-shelf free-to-air set-top-box, without the SBC having to continually provide encrypted ones.

Whilst the DTT transmissions are now stable, there had to be compromises made in the way the signals are being modulated and in their power levels to ensure that the system works with minimal interference and disruptions. As it stands, the DTT network remains sub-optimal, relative to the original frequency and power plan.

The need for an OTT (Over-the-Top online service)

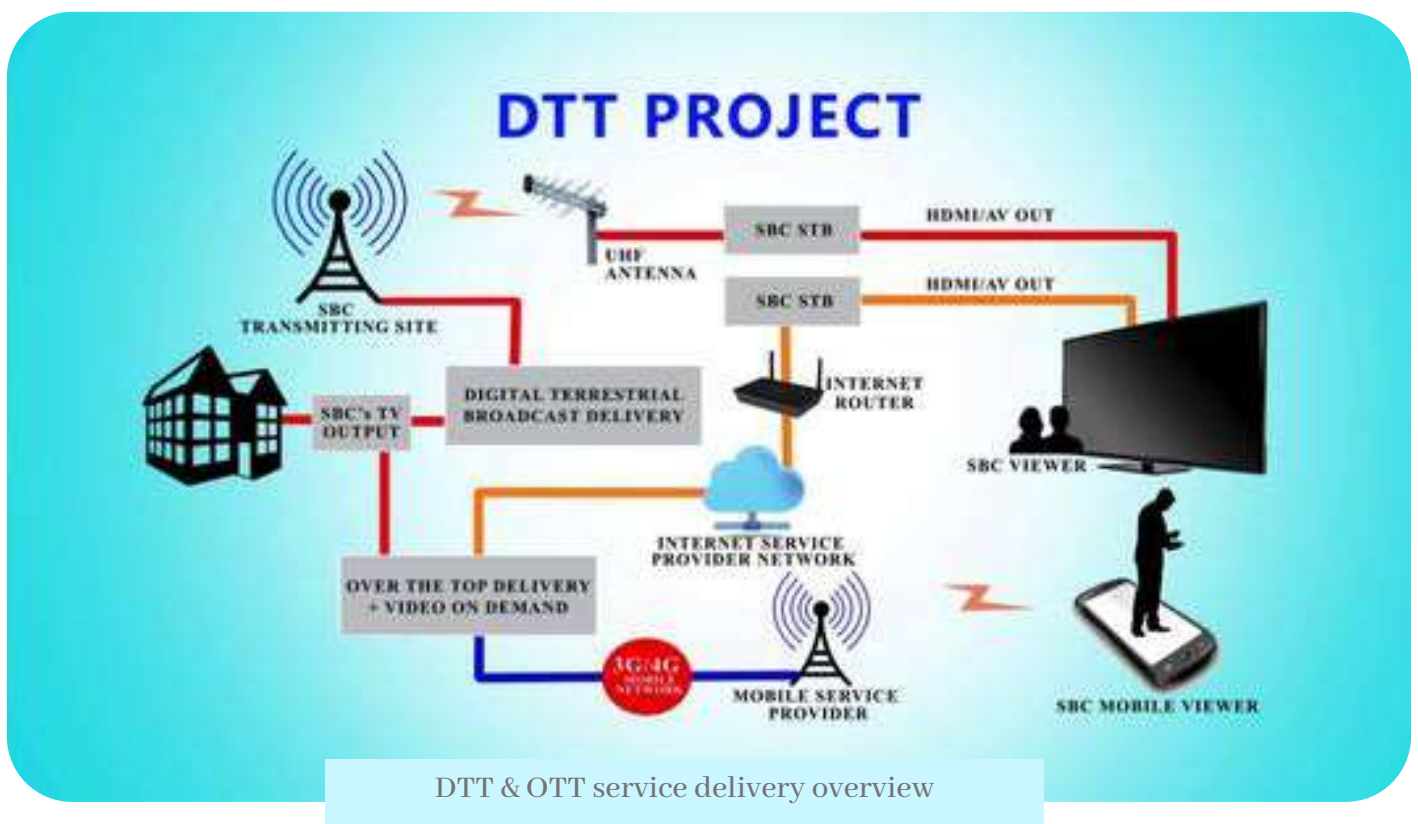
Whilst DTT has provided a significant improvement over its analogue predecessor, it remains a linear service. The SBC recognises that the Seychellois public has moved to non-linear platforms and are consuming content anywhere, on any devices and at the time of their choosing.

The future of public broadcasting lies on multimedia platforms. Consequently, to ensure its long-term future and relevance, SBC needs to move onto online platforms, namely OTT. This is particularly pertinent with respect to the youth demographics, who are more likely to be watching programmes on-the-go and when they want.

An OTT service provided by SBC will cater for:

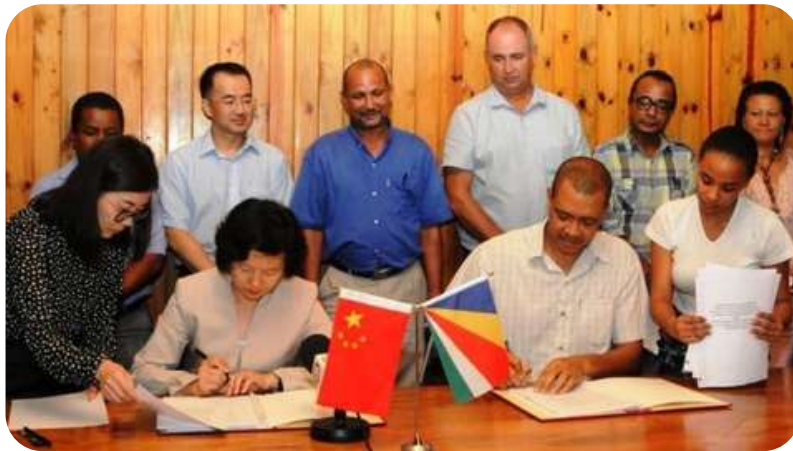
- Catch-Up TV
- Video-on Demand
- The existing Linear service (for audience unable or unwilling to move to DTT)

An OTT service, along with a VOD (Video-on-Demand) service that it can support, is a key strategy that, aside from improving the services that SBC offers, has the potential to provide the SBC with much-needed additional revenue.



12.2 SBC House

The ground-breaking ceremony for the SBC House was done in December 2018 and the construction work at the Union Vale site started in January 2019. The building is being financed by the Chinese Government and the contractor is Hunan 6 Engineering Com. Limited.



CEO Duprès and Ms. Pinang signing the implementation agreement

Once completed, the building will occupy an area of 5,600 square metres and will comprise of different buildings annexed together to accommodate both TV and radio service.

The implementation agreement for the project was signed in mid-August 2017 by the Chief Executive Officer, Mr. Bérard Duprès and Ms. Ai Pinang, Deputy Director General from the Chinese Ministry of Commerce. The estimated cost for the project is SCR 240 million.

After the formalities, Ms. Ai, through an interpreter, said the agreement highlights the increased exchange of culture

between Seychelles and China and demarks the strong bilateral relationship that exists between the two countries.

The implementation agreement gave the SBC two months to move its operation from the Union Vale office to allow for the demolition process. The SBC also started the process to recruit a Project Manager. The Chinese, on their part committed to completing the project within 18 months.

During the time, various meetings were held with stakeholders including the government. Negotiations included the allocation of a site close to the construction for the storage of construction materials, completing the staff accommodation, getting all drawings and paperwork in order and doing relevant standard tests.

In December 2018, the ground-breaking ceremony took place and work started to prepare the site for the start of construction work.

This also included the demolition of the old Veterinary Building next to the site.

As part of this agreement for the SBC House, the Chinese Government is also expected to furnish the building. SBC staff participated in the selection process of furniture for each floor of the 5-storey building via an online survey.

Additionally, in March 2019, the CEO made a visit to the site accompanied by the Senior Chinese embassy official responsible for this and other bilateral projects. The delegation was given an explanation of the ongoing piling tests work erection of what will be one of the biggest cranes in operation on Mahé. The visitors also saw the various equipment in place for testing of building materials being used such as concrete and steel stress tests.

It is SBC's intention to reduce its use of fossil fuel by producing renewable energy. The Government of China has agreed to install 100 solar panels on SBC House which will cater for around 4 to 5% of SBC's estimated energy consumption.



Aerial view of SBC House under construction

The Ministry of Foreign Affairs is in discussion with their Chinese counterpart for the possibility to enlarge the SBC solar rooftop project so that the overall solar PV project may generate between 25 and 50% of SBC's monthly energy consumption.

The project was originally expected to be completed by the end of 2020 but encountered a 6-week delay following adverse weather and ground conditions towards the end of 2019. The project was further delayed in the first quarter of 2020 due to the COVID-19 pandemic.

Delays due to COVID-19

The restrictions of movement imposed did not allow new and differently skilled workers to enter the country. In the interim, the contractor had to upskill the Nepali labourers in masonry works, however this took time and the workmanship quality was not up to par to that of skilled masons.

The project was expected to resume in the second half of 2020 with the reopening of the borders to commercial flights and the completion timeline pushed to March 2021. However, given the high risks in COVID-19 transmission during travel, the Chinese government and Contractor opted to wait for the Sinopharm vaccine before deploying the workers.

The ongoing delay in construction has meant that SBC will now only be able to relocate to its new premises until after first quarter of 2023.

There will be other works needed, other than what the Chinese government is funding, to ensure that the building is fit for purpose and functional.

Pertinent issues and challenges

Sufficient Office Spaces - The building, as was originally designed, and now built, does not cater for all of the Corporation's existing staffing requirements and for better functionality within the offices. A review was conducted, and the SBC contracted a draughtsman to redesign some of the building's rooms and spaces to redress this. The revised building layout work can only be implemented following the handing over of the building by the Chinese contractor. The SBC's attempt to have these addressed during the construction stage has been unsuccessful. Subsequently, a 6-month duration of work is being anticipated, following the building's handover, to make it fitter for purpose and to cater for all of our Staffing complement.

Road diversion - Following the casting of the ground floor slab, it came to light that the part of the floor slab facing the North is lower than the existing pavement. A proposal has also been put forward to divert the main road a bit further to the east to mitigate this issue of levels and proximity to the building. The diversion will also leave space for a green area in front of the building giving it a more appealing look. Discussions were initiated with the Seychelles Land Transport Agency (SLTA) on how to incorporate the above proposal within their development plan for that area.

Existing Equipment and systems integration - There will be the need for SBC to integrate some its existing systems with the new ones being provided by the Chinese government.

The existing DTT Head-end and Playout system is the main system that needs integrating into the new building.

The SBC team is engaging with the Chinese side to ensure a timely and de-risked relocation.

Parking - The unavailability of parking space at the SBC House is a point of concern. A previous plan to reclaim land opposite the construction site for parking has been put on hold due to the lack of funds. Nonetheless, SBC is looking into the possibility for a temporary parking space.

With its modern design, the SBC House is expected to be one of the most visually impressive buildings in the town vicinity.



SBC House concept design

12.3 Facilities improvements

Security Guard House and Entrance

It was in August 2018 that the security guards at the Hermitage Headquarters moved into their new guardhouse, located only a few metres from the old one.

The previous guardhouse which had deteriorated over time to become a safety hazard was demolished on the 25th August 2018.



The new Security Guard post during the construction phase (The old one is adjacent)

The SBC entrance was also modernized with a new automatic gate and a new attendance management system.

The space outside the gate vacated by the old guardhouse also made way for a few additional parking spaces for staff.

Toilet improvements

Improvement work were carried on the male and female toilet facilities located in the basement of the SBC building during the month of April 2018.

The main work carried out was to change the tiling, improve the shower facilities and wash basins and change all doors and locks.



New look to the ground floor bathroom

As soon as the ground floor facilities became operational, the toilet facilities, on the first floor were closed for six weeks for renovation.

Improvement to Hermitage parking space

Following the relocation of radio staff from Union Vale in 2018, the existing parking at Hermitage became too congested to cater for SBC's staffing complement. The decision was taken to extend the parking space.

The works entailed demolition of existing concrete slab, new concrete paving and new concrete kerbs. The whole parking was also resurfaced with asphalt provided by the Seychelles Land Transport Authority.

The contract was awarded to Qinjian International (a Chinese class 1 company).

Minor projects

In addition to the major projects, SBC also implemented some minor projects to improve on the building's functionality and staff welfare

- New floor tiling at the boardroom
- Fenced storage and re-roofing @ internal parking area (where OB Van used to park)
- Refurbishment works of old security toilet into storage space, new manholes and disc drain at executive parking area
- New smoking area /recreational area at Operation building
- New sewage disposal system for toilets at second floor
- Temporary Studio booth
- New storage for Finance section
- Aluminum partition at Marketing section

12.4 Modernisation of SBC's Technology infrastructures and equipment

External Stations

In October 2018 and March 2020, the SBC undertook the reconstruction of two new communication towers. These are located at Anse Faure and Fairyland, the aim of both projects was to replace the old, ageing towers which were a hazard both to the SBC riggers, the equipment thereon and the public. The Anse Faure tower was located in a residential area whereas the Fairyland tower close to the roadside.

Work to replace the Anse Faure tower started and ended in October 2018 and for the FairyLand tower started late 2019 and ended in March 2020 after work encountered some delays. Both projects were done in partnership with Airtel whereby for the Anse Faure project they funded the civil works and the SBC provided the new tower.

For the Fairyland project the SBC funded the civil works which included an enclosure wall, at SCR 680,000 and Airtel provided the tower. Without the help of Airtel both projects together would have cost the SBC close to SCR 2Million. The projects were undertaken by a company called Emery Oak from South Africa. SBC plans to continue with renovation work on its other transmission towers to improve and modernize these infrastructures.



The new transmission tower at Fairyland

Another improvement in relation was the extension of the Pointe Zanguilles tower on Praslin. The tower was extended to a height of 18 meters from 15 meters to provide better coverage for this location. This work was carried out in-house by SBC riggers in collaboration with Cable & Wireless.

In view of the deterioration of some of the SBC's communications towers, an extensive maintenance routine was put in place which included rust treatment, tower painting, load reduction and regular torquing of the structures.

SBC plans to continue with renovation work on its other transmission towers to improve and modernize these infrastructure

Electrical

Another improvement to the electrical set-up was the installation of an Uninterrupted Power Supply unit (UPS) for our Digital television headend in 2019. The UPS which was provisioned for the project had not been installed until that time.

There have been several electrical works to fix the old non-standard electrical installations thus removing any associated safety risks and to ensure that these are rectified as per the standards.

Some of the works done was also aimed at reducing the electrical consumption by installing LED lights around the station.

In 2019 and 2020 two projects were completed to improve the broadcast electrical set-up at Hermitage.

In 2020 a 250kVA standby generator was installed, this capacity enabled the whole station to be powered in the event of a power failure with an automatic changeover system. Prior to this there were two smaller generators whereby one had to be switched on manually and the other although automatic could not handle the station load.

Cooling (Air Condition)

The Corporation took the decision in 2019 to keep the installation and maintenance of our aircon installations in-house. This was a cost-effective decision and proven to provide in-house staff with the necessary skills to maintain our equipment.



Technology

The Technology team enabled the *Work from Home* scheme in 2020, with the onset of COVID-19. This involved the acquisition of the equipment required, deployment of Microsoft 365 for remote devices, as well as provide remote technical support to the staff working remotely.

The unit increased their level of support for Outside broadcasts and Press Conferences with the introduction of in-house designed pre-assembled kits of modern transmission equipment for IP Leased circuit, making it easier and faster to accommodate short notice Outside Broadcasts.

The Technology team has been also instrumental in facilitating the multimedia team to reach audiences over Facebook and other online platforms, by installing and commissioning new equipment.

Throughout the year 2021, our local programming and local content production has increased significantly. This has brought about a corresponding increase in the amount of Network Attached Storage (NAS) Storage resources which has been deployed to support the mounting Storage needs of the output and Archives sections. The way forward for a modern and more efficient storage solution has already been identified, notable the Linear Tape Storage (LTO) solution which the SBC aims to implement in 2022.

Other pertinent endeavours pursued by the Technology team during this reporting period are listed below:

- Commissioned a new Fault reporting ticketing system to facility the gathering of fault reports and allocation of work tasks for the technology team, this to increase the team's response and efficiency.
- Modernised the Praslin Office Storage system with a new network Storage system with redundancy.
- Improved several Newsroom systems including Hardware, Software and workflow to streamline Newsroom Output with greater efficiency.



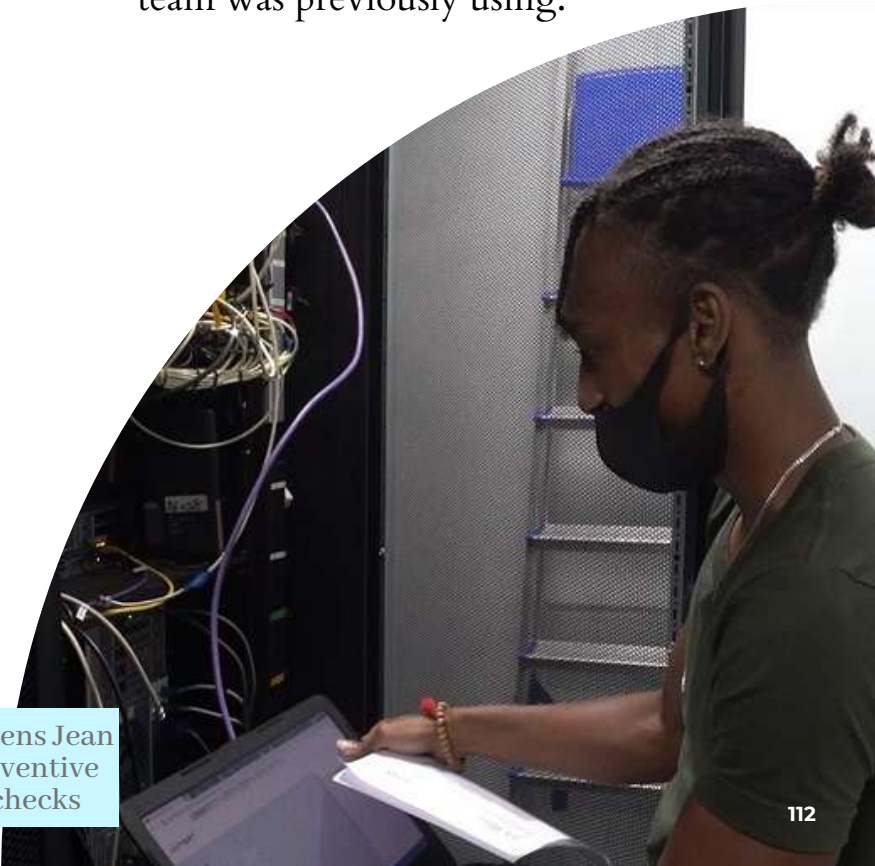
System Support Officer Menjel Kilindo at his work station

- Set up a separate ‘Transcoder Farm’ to assist other departments having a need for Media Transcoding tasks.
- Upgraded ‘Livetest Character Generator’ software for the News Studio and outside broadcasting computers to enable better graphics presentation for our productions.
- Deployed equipment required to enable virtual meetings in the boardroom and Learning Centre in response to the increased need for such meetings.
- Upgraded and replaced old computers in various departments around the station.

Radio Computer Services (RCS)

Both Radyo Sesel and Paradise FM migrated to a new RCS (Radio Computer Services) during the first quarter of 2019. While Paradise FM has been using RCS since its launch in 1997, it is the first time that Radyo Sesel has such a system. The process to get to this new technology at SBC was a long and arduous one. The transition to this new software was planned in 2016 but encountered many delays.

Both stations now have a clearer music format and better sound quality in their music programming. In addition, the new RCS has allowed Radyo Sesel to be able to broadcast on a 24hr basis with the use of the fully automated option by the system which also allows for advance programming for a longer period of time compared to the system the Radyo Sesel team was previously using.



RF Technician Evens Jean
conducting preventive
maintenance checks



13. STAFFING

Functional Structure	114
Staff Turnover	116
Staff Survey	117
Request by staff for token bonus payment	119
Training	120
Social Club	127

13.1 Functional Structure

The SBC had 259 employees as at end of 2021.
(232 full time staff and 27 part time staff.)

The SBC staffing structure is made up of 9 functional sections.

Each section is managed by a Head of Section.

Depending on the number of staff and nature of work of the section, sections are split in units and a unit is normally headed by a Manager or a Principal.

The Operations and Support Services section is the largest department headcount-wise within the SBC.

Most of the part timers are engaged in output sections namely: News, Current Affairs & Sports and in Radio Production.

Staff per section (as at December 2021) (Full-time and Part-time)	
Secretariat	5
Operations and Support Services	64
TV Programmes	44
News, Current Affairs & Sports	51
Radio Programmes	24
Engineering & Technology	27
HR & Administration	17
Marketing, Multimedia & Corporate Affairs	10
Finance	9
Learning, Quality Control & Archiving	8
Total	259



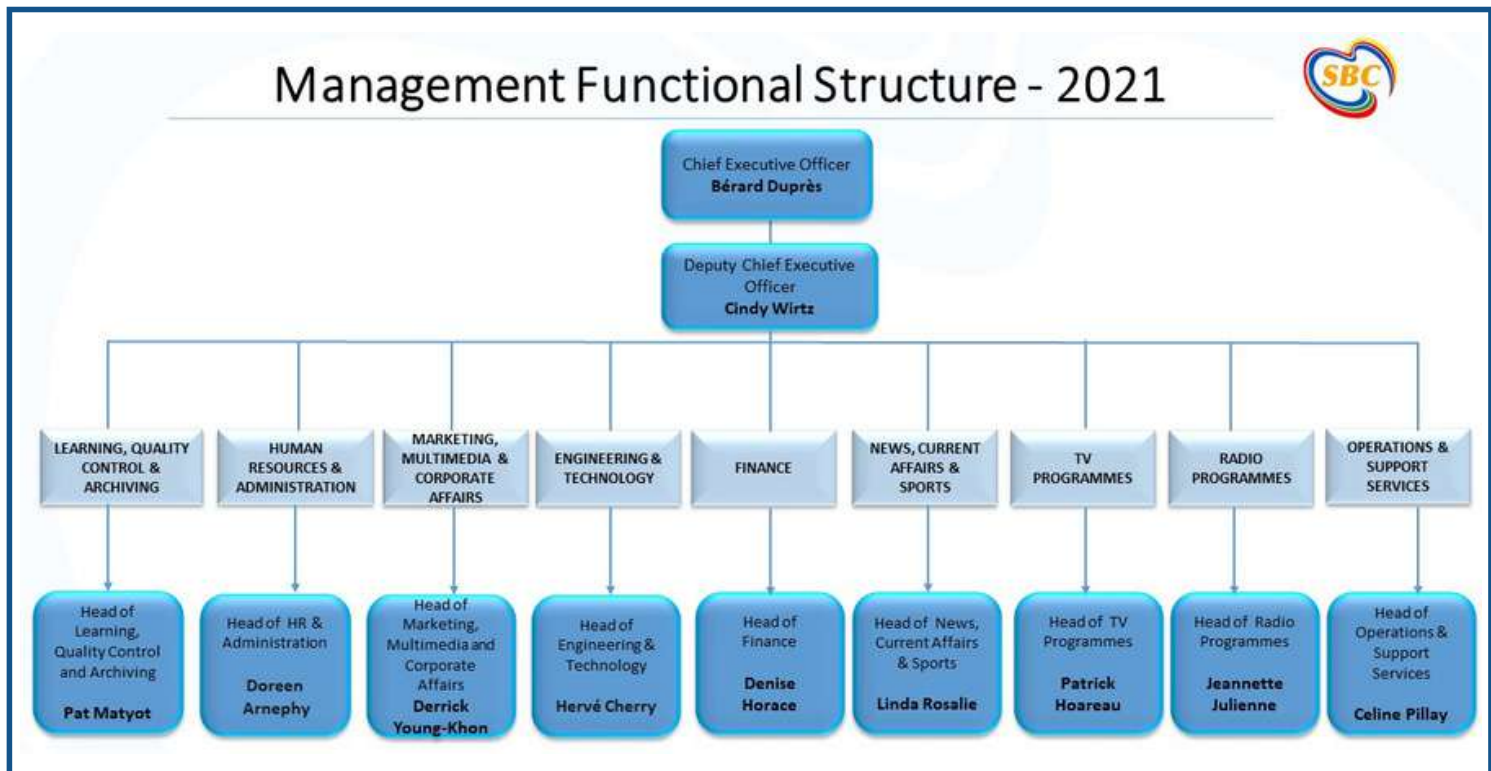
The Senior Executive team as at December (2021)

In April 2021, a revision to the management functional structure was undertaken that defined a clearer role for the post of Deputy CEO. The restructure which was part of succession planning established clear escalation and reporting lines.

The role of the CEO, Mr Bérard Duprès, became effectively the Chief Accountable Officer, strategist and adjudicator while the DCEO, Ms Cindy Wirtz became effectively the Chief Operating Officer.

In the previous structure, the sections were split, with the DCEO overseeing the output sections while the CEO oversaw all the other sections. The new structure gives more importance to the role of the DCEO while allowing the CEO more time to focus on the strategic and governance aspects.

Conversely the revised structure is complemented by teamwork and collaboration of all the Heads/Senior Executives in implementation of the strategic endeavours.



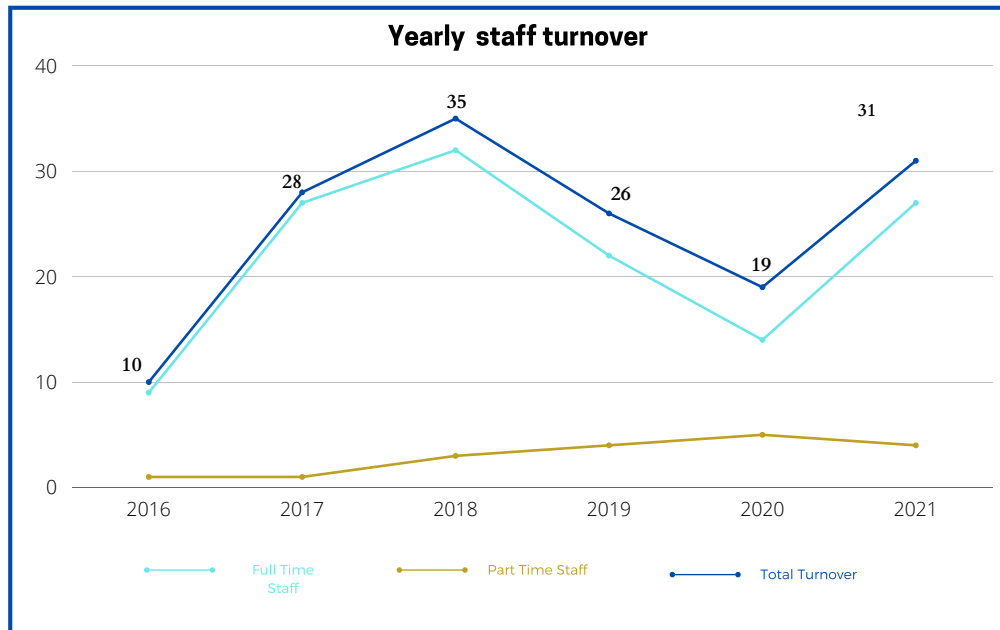
The Management functional structure (2021)

13.2 Staff Turnover

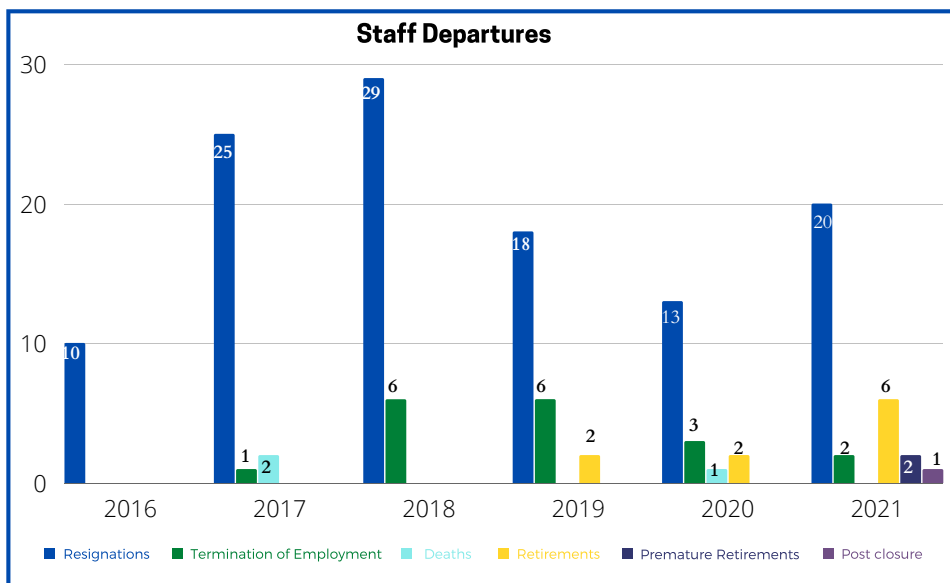
The total turnover (departures) between 2017 and 2021 was 139.

During the period 2017 to 2021 there were 105 resignations, 18 terminations of employment, 10 retirements, 3 deaths, 2 premature retirements and 1 redundancy.

The elevated turnover is attributed to a period of significant change and turbulence for many staff, as the Corporation was not only adjusting to its reinforced mandates, but was also going through significant systems and processes changes. Emphasis was also being put on improved Functional and Behavioural performances, supported by clearer policies pertaining.



The departures have nonetheless enabled recruitment of new skillsets and talents, who are better-suited for the demands of broadcasting in the digital era.



The longer-serving staff who braved the stormy periods are also more resilient and high-performing as a result of the change process.

The SBC workforce overall has become more adaptable, more multi-skilled and performing better functionally and behaviourally.

13.3 Staff survey and engagement

The Staff Survey was first introduced in September 2017 to gather staff views about working for the SBC.

The Survey allows staff to give their frank and honest feedback in an anonymous manner and is done annually.

The results of the survey are shared with staff and used by the management to identify areas for improvement.

The first survey was concluded on the 15th of September 2017 with a 75% participation rate. In 2018, the Staff Survey was concluded on the 27th of August and a total of 101 forms were returned, representing 50% participation rate.

The 2019 Staff Survey had a participation rate of only 29%, with only 72 forms returned.

The 4th annual Staff Survey in 2020 was concluded on the 16th of December. A participation rate of only 17% was recorded with only 34 responses received online and 9 survey forms returned in the survey box making a total of 43 responses

It was especially important for staff to participate in the survey in 2020 as due to the COVID-19 situation it has not been practicable to hold any General Staff Meetings.

The 2021 Staff Survey which closed on the 15th December recorded the least participation ever with only 27 responses.

Despite the dwindling participation the Corporation maintains that the Staff Survey will remain as one of the many avenues for staff to put forth their views.



Staff representative election 2020

Summary of Staff Survey 2021

The ten most favourables and the ten least favourables from the Staff Survey 2021 (The most favourables are the sum of Strongly Agreed and Agreed and the least favourables, the sum of Disagreed and Strongly Disagreed.)

MOST FAVOURABLE	LEAST FAVOURABLE
<ul style="list-style-type: none"> • I enjoy the work that I do • I am clear about what I am expected to achieve in my job • I have the support from my immediate team leader/line manager that allows me to do my job effectively • I have the support from Senior Management that allows me to do my job effectively • I log on to check my emails weekly / daily • I intend to still be working at SBC in 12 months time • I am proud to work for SBC • All things considered, I am satisfied to be working for SBC • My immediate manager / Team Leader recognises and appreciates the good work I do • My immediate manager / Team Leader coaches me to be the best I can be 	<ul style="list-style-type: none"> • I am rewarded fairly for the work that I do • I believe my total reward package reflects current market values • At SBC success is celebrated • SBC management recognises extra effort • I participate actively in Social Club activities • I am satisfied that I see or hear from the SBC Senior Management Team • SBC management provides clear direction / guidance on the future of the organisation • SBC Senior Management is attentive to concerns raised by staff • Overall I have confidence in the Management of SBC • SBC Management takes Staff Welfare and Wellbeing seriously

13.4 Request for a token bonus payment by staff

On Friday 18th December 2020, a group of staff put forward a request for a token bonus payment for all SBC staff during a meeting with the CEO.

The group explained that, in view of the non-payment of the 13th month salary, this bonus payment will be in recognition of the hard work in exercising their functions as an essential service during a demanding year with the pandemic and Parliamentary and Presidential Elections.

The group put forward a request for a payment of SR 5000 across the board for all staff. The estimated pay-out calculated at a total of SR1.285 million.

The request for a bonus payment was deemed reasonable, given that staff in general had indeed performed and delivered to newer heights in 2020. It was however explained that the Corporation had exhausted its revenue to pay for expenditures that have not been catered by the recurrent budget allocations.

Notwithstanding SBC's funding situation, the staff request was submitted to the SBC Board of Directors for its endorsement subject to the Government's approval for funding.

The Government did not endorse the request and made it clear that to do so would be unfair to all budget-dependent entities, when all were being asked to make some sacrifice.

It would have been sending the wrong message in a time of austerity, when government funds were seriously depleted, and the country was in an economic crisis.

Since the merit for a token bonus for good performance remains, there was an undertaking to review the request later , provided that the financial situation of the Country and the Corporation warrant it.

Towards the end of 2021, the Board reconsidered a proposal for the payment of a token bonus for good performance as the merit for same remained. This was to be subsidised partly through revenue and space savings.

However, during its scheduled meeting of 17th December, the cabinet of ministers decided that “State-Owned Enterprises should not pay bonuses or performance incentives to staff in 2021.

13.5 Training

A professional and high-performing workforce that can deliver in an ever-evolving broadcasting landscape is a must for SBC to fulfil its mandate.

As such, Training and Development are key components of the SBC's human resource reinforcement.

In recent years, the SBC has endeavoured to redress the skillset and talent shortage with a comprehensive capacity-building approach. A first step was to identify skills gaps and draw up training plans for existing staff to improve quality and quantity of service delivery.

The ensuing strategy included the 70:20:10 learning principle of on-the-job, peer-to-peer and formal training, respectively. Additionally, the SBC's Learning Centre has been an excellent investment that provides the basis for an even more avant-garde learning and development program.

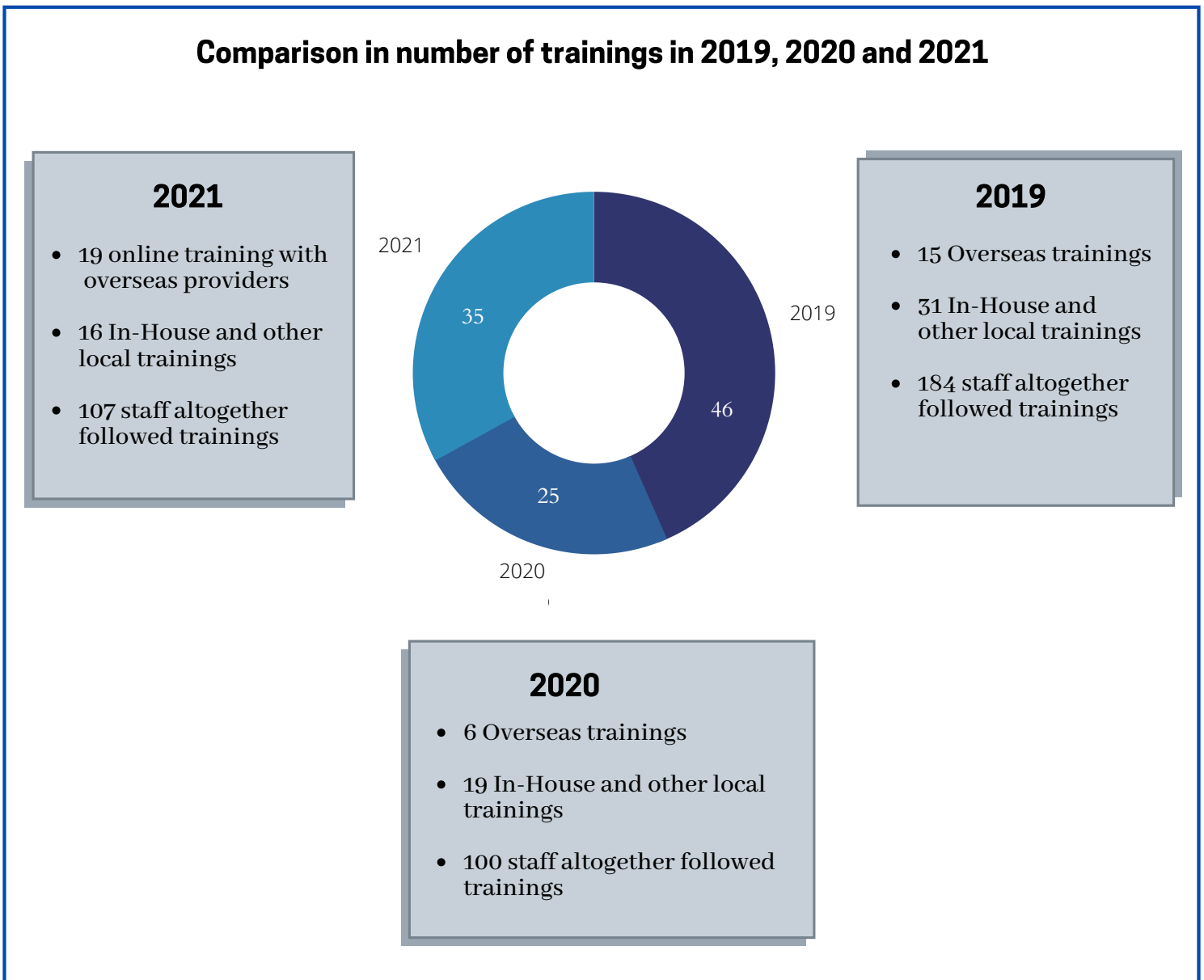
For example, the Learning Centre is able to deliver in-house training in basic audiovisual production and journalism techniques for new recruits. Other training is arranged with external providers and takes place either in-house (for example, Excel classes and fire safety training) or outside the SBC (various courses run by the Guy Morel Institute).

There was also a clear leadership gap within the Corporation. This necessitated a reinforcement of strong leaders through training and empowerment, among other measures. Coaching and guidance were incorporated as an integral part of our performance management system.



Editorial Committee meetings are held in SBC Learning Centre

Comparison in number of trainings in 2019, 2020 and 2021



SBC enlisted the assistance of the Public Media Alliance (formerly the Commonwealth Broadcasting Association) to help develop capacity building strategies. The Asia-Pacific Institute for Broadcasting Development (AIBD) has also been a valuable ally in training SBC personnel across different functional areas and levels. Much AIBD training has centred on “new” topics like how to develop dynamic and compelling storylines for radio and TV programmes.

SBC’s Capability procedure published in 2019 also establishes fair process for those willing but unable to perform to receive the necessary skills and develop competencies for their respective roles.

In total for the year 2021, 107 staff from different sections within SBC followed training either online, in-house or locally.

Local training

With the COVID-19 pandemic in 2020, and the health advisory that people should not assemble in large groups unless they are able to keep the required social distancing, even local training was impacted.

The Guy Morel Institute resumed some of its training planned for 2020 in May of that year.. These included two to three days training in areas such as Managing People, Supervisory Skills, Executive Leadership and others in which SBC staff had enrolled.

Other staff who were following in-house Excel training at Beginner and Intermediate levels with the University of Seychelles also resumed their classes. 14 staff who successfully completed this training were presented with their certificates during the last Senior Executive meeting of 2021.



Certificate ceremony for staff who followed training with Guy Morel Institute and the University of Seychelles

In September 2021 twenty staff, mostly from the Engineering and Technology department, took part in Safety at Heights and Safety Awareness training conducted by South African based company Berlanti. This targeted the rigging team responsible to maintain all SBC antennas. The two weeks course was made up of 85% theory and the remaining time was spent in practical exercises on site.

The SBC also took advantage of the trainer's presence in Seychelles to run a General Workplace Safety Awareness Training for other staff working at heights. With a focus to continuously upskill its staffing resource, two participants, namely Christopher Appasamy and Idris Mousmie, also received training as instructors and are equipped to carry out height safety awareness training in-house in future. At the end of the course, the participants received their certificate in a ceremony in the boardroom.



Participants of the General Workplace Safety Awareness Training with their certificates

The year 2021 also saw three staff, Radio Producer Harry Barbé; Technical Operator Daniel Burka and Office Assistant Palvi Mousmie graduate with a Diploma in General Management following a three-year course run by The Guy Morel Institute.

Overseas training and engagements

There was no overseas training in 2020 and 2021 because of the COVID-19 pandemic. Travel restrictions were imposed in Seychelles and elsewhere to reduce the risk of spread of COVID-19. Moreover, the Ministry of Finance also took back the part of the budget that had been apportioned for overseas travel.

However, many training organisations adapted and started offering online courses that suited the SBC's training needs. One example is Broadcast Media Africa (BMA). On 29th July 2021 the organization ran a training, conducted via Zoom, on Audience Data Measurement for the Monetisation of Broadcast Content in Africa.

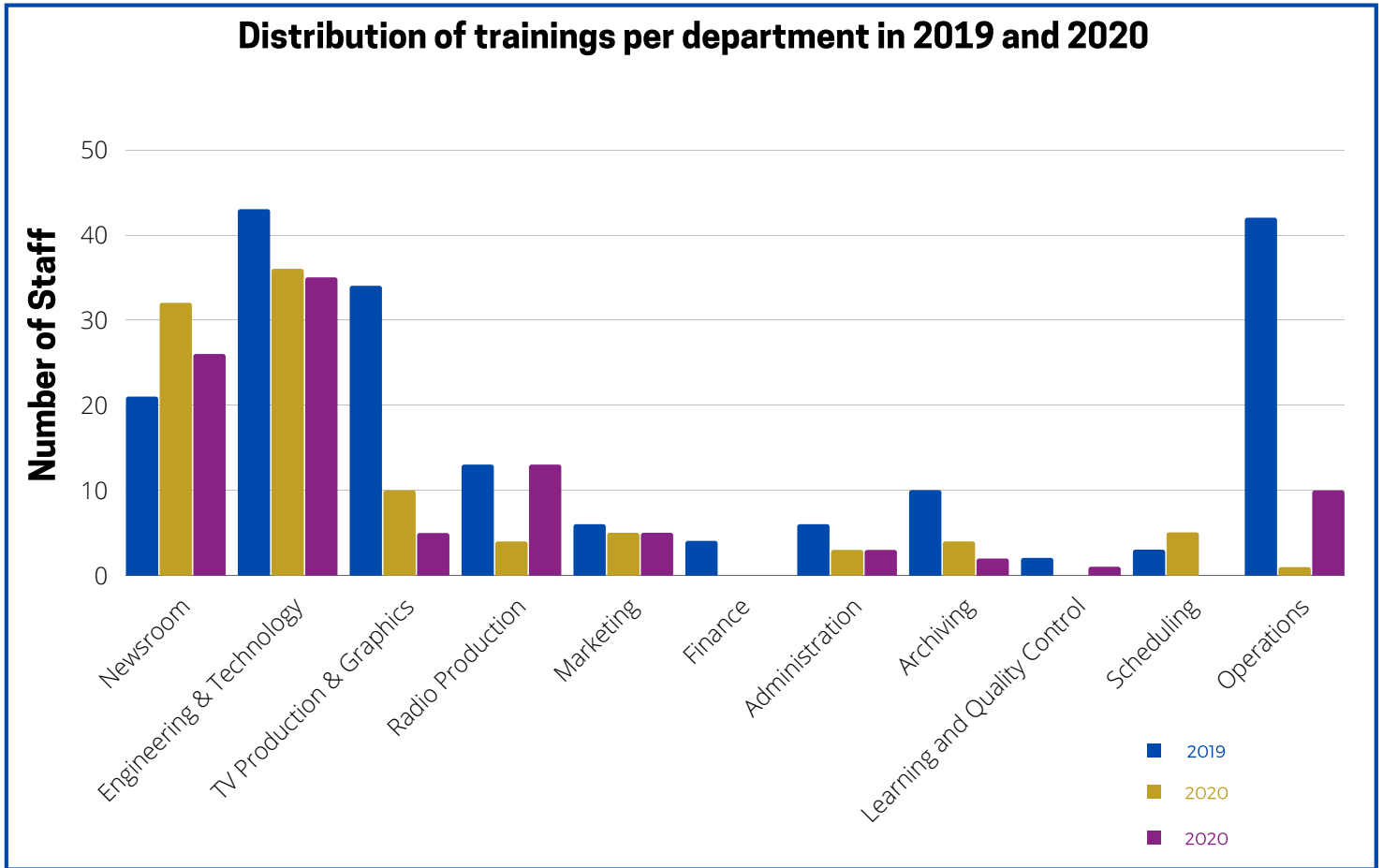
In the lead up to the 2020 elections, staff had the opportunity to follow two separate webinars on election coverage facilitated by the Public Media Alliance and the United States Embassy respectively.

In 2021, there were 19 online training activities, including webinars offered by different overseas partner organisations. Staff were encouraged to take up those opportunities, whenever it was appropriate.

SBC will continue to empower Staff and provide them with the tools and training they need to perform and deliver in their functions. It is expected that this will consequently bring about the expected improvements in the quality of the SBC's outputs.



SBC team at Dubai Expo, comprising of Tresa Bastienne, Gerard Nanon, Trevor Uzice and Hubert Clarisse



Technical Operators Rose-Mary Margueritte and Aubrey Bastienne, working at the 2021 Paradise FM Music Awards show

Diploma in Journalism

Formal learning in the field of media has brought dividends whereby several trained journalists from the previous School of Media Studies have gone on to make important contributions at the SBC as well as elsewhere in the Republic.

For this reason, SBC has been an advocate for re-establishing tertiary education in media studies and a supporter of the University of Seychelles' Diploma in Journalism course.

Following the signing of a Memorandum of Understanding between the SBC and UniSey in 2018 (*see page 157*), the former has been providing its Learning Centre facilities and trainers for the delivery of the course.



Kendrah a recipient of the SBC scholarship on work attachment

Moreover, SBC has sponsored five candidates for the part time course. They include three in-service staff and two external candidates who applied for a scholarship then were selected after due process. The students attend classes two days per week and spend the rest of the week on attachment at the SBC.

The sponsorship emanates from an SBC Board resolution to cover the annual tuition fees of the SBC candidates in full.

In return, all scholarship awardees are 'bonded' with the Corporation for a period of time, commensurate with the tuition fees paid.

This is in line with one of the SBC's strategic visions, notably to be a premier employer and investor in skills and talents.



Anna-Drey a recipient of the SBC scholarship on work attachment

13.6 Social Club

SBC recognises the importance of having a positive work environment and culture. SBC's Social Club plays a key role in fostering staff cohesion, camaraderie and altogether boost staff morale. The Social Club organises social and welfare activities.



Sports Day 2019 group photo

Funding

The affairs of the Social Club is managed by an Executive Committee comprising of a Chairperson, Vice Chairperson, Secretary, Treasurer and up to eight members.

A clause in the Constitution of the Social Club makes all staff automatic members of the Social Club and states that they shall pay a membership fee of SCR25 per month or SCR300 annually.

Prior to 2018, the SCR300 was deducted from the annual performance incentive and paid directly to the Social Club to finance regular activities organised for staff.

However, since the cessation of the annual performance incentive, the Social Club had no major source of income.

To ensure its viability, there is a commitment by the SBC Board of Directors for the Social Club to receive financial support from SBC's revenue account annually to sustain its activities. This followed a resolution passed in 2018.

The Social Club also initiates fund raising activities to supplement the contribution. Members of staff are also encouraged to volunteer for some of the duties where normally the corporation would have had to pay for the service.

The Club's Treasurer keeps proper accounts and records of all financial and related matters of the Social Club and prepares a statement of accounts in respect of each financial year. This statement is audited by the auditor.

House system

The division of the corporation into Team Houses in 2019, was part of efforts to encourage enthusiasm and participation from staff in Social Club's activities.

The four Social Club Team Houses were put together, with the names of staff chosen in alphabetical order, and in a cyclic manner from the payroll list. Each Team House's name is representative of SBC.

As part of the Team House system, staff take part in Social Club activities and compete as teams against each other in various events to accumulate points.

The points are collated on a scoring 4,3,2,1 basis. The house with most participants in organised activities scoring 4, and the least scoring 1. House(s) with NIL participants scores NIL. The first activity to be considered on the point system was the nature walk to 'When She Comes'.



The four social club team houses

Since the introduction of the Social Club Team Houses, there has been renewed enthusiasm and greater involvement in Social Club activities. At the same time, this system has given staff from different departments the opportunity to interact with each other in informal settings and bond towards a common goal.

At the end of the year, the Team house with the most points, wins the “Best House” accolade and bragging rights. ‘On-Air’ was the winner for 2019.

The Social Club Team Houses

- Frekans
- 20 Minit
- Zoom
- On-Air

Social club committee in the new normal

The SBC’s Social Club was not spared from the scourge of the COVID-19 pandemic with a string of activities planned for 2020 cancelled.

Among those were the Long Service Award Cocktail Reception and a mass on the 30th April, due to the restriction of movements in the country. The eagerly anticipated Sports Day planned for the 8th May and voluntary work at Elderly homes among several other activities were also cancelled in line with

the Department of Health’s guidelines to avoid large gatherings.

The resilient committee nonetheless adjusted its 2020 calendar of activities to fit in with the new normal. Two nature walks were organised after the lockdown was lifted. The level of participation increased from around a dozen in the first hike in 2020 to over 30 in the next one. This was attributed to intense promotion by the club’s members.

2021 marked a significant shift in the Social Club’s activities towards charitable causes in view of the persisting COVID-19 situation. A dozen SBC staff took part in a blood donation drive on the 30th of April to coincide with SBC Day. This initiative was replicated in October. SBC received a certificate from the Ministry of Health in recognition of the 33 units of blood donated to the national Blood Bank.



Social club executive committee appointed in 2020

The SBC Social Club committee also made a donation to the Seychelles Red Cross Society in support of the 'Project: Feed a child'. Between June and July, SBC staff had contributed various food items to the nationwide campaign aimed at providing food to families struggling to make ends meet. For breast cancer awareness month in October, the Social Club raised funds for Cancer Concern Association.

During the last quarter of the year, the Social Club managed to fit in a few familiar activities such as a hike to Mont Sébert; sale of food for Festival Kreol and handing out cupcakes and boutonnieres to male staff on the occasion of International Men's Day in October.

While the COVID-19 situation has put a damper on the Social Club's long list of activities, it has provided some respite to the club's finances. The fact that the committee has held only a few activities requiring significant expenditure meant the funds remained largely untouched. The committee also managed to supplement this savings with contributions from the hikes and sale of food.



Donating food items to 'Feed a Child' campaign



Blood donation organised by the Social Club



SBC commemorates Breast Cancer Awareness month with a fund raising activity

Major activities organised

Quiz night



SBC Day mass



Blood donation drives



Valentine's day 2019 with Chicco



Creole festival



Major activities organised



Long service award ceremonies



Sports Day



Hikes

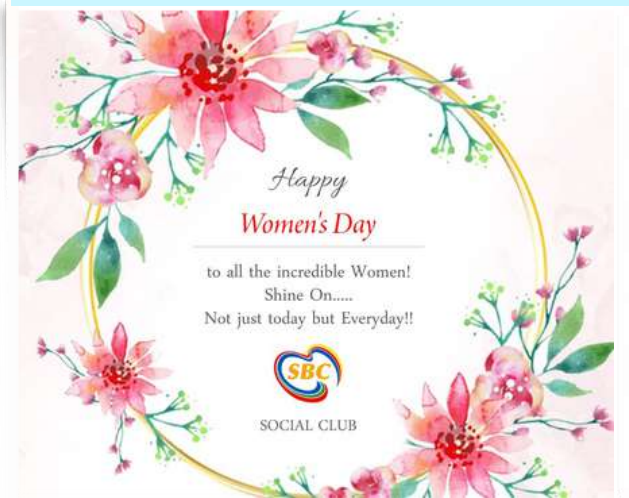


Major activities organised

International Men's Day



International Women's Day



Breast cancer awareness month



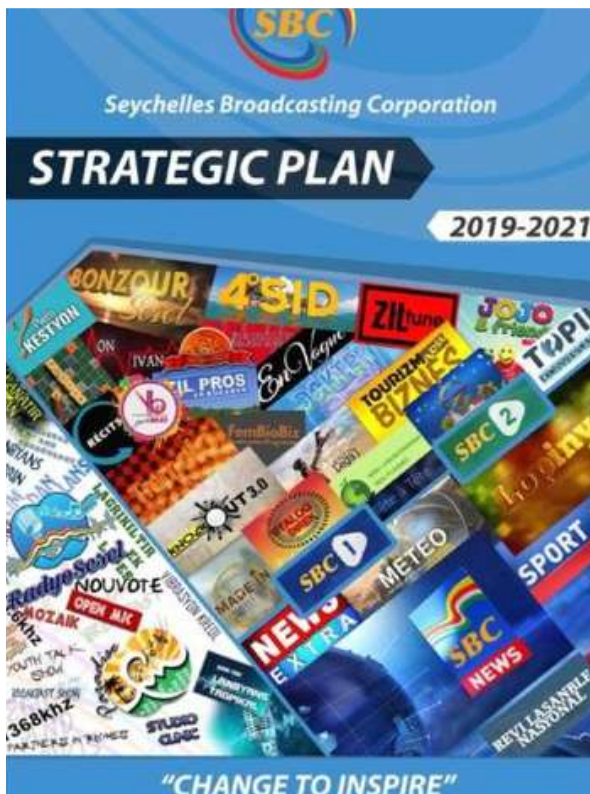
14. GOVERNANCE

Strategic Plan	135
Board of Directors	137
Summary of Board Decisions	142
CEO's International Engagements	152
Public Policies and Procedures	153
Stakeholders	156
Access to Information	162
International Relations	164

Board members at the 36th Board meeting in September 2020

14.1 Strategic plan

The SBC's Strategic Plan 2019 - 2021 was published in May 2019 and is available on the SBC website.



Cover of the strategic plan document

Under the title “Change to Inspire” the plan outlines the SBC’s visions, challenges and strategic priorities for the next three years.

The main vision is to create an SBC that is:

- valued and respected
- modern, agile and innovative
- a premier employer and investor in skills and talents

The Chairman of the SBC Board, Mr Gérard Lafortune has said that “The top-most objective of the SBC’s 2019-2021 strategic plan is to ensure that Local Content attains its rightful place as the Corporation’s paramount Unique Selling Proposition (USP)”.

Key endeavours outlined in the plan and aimed to improve the quality and quantity of local output includes:

- Strengthening News and Current Affairs Programmes
- Increasing Live Broadcasts (including Sports, Cultural and National Events)
- Improving the quality of Internal productions
- Acquiring and commissioning local programmes as per the SBC’s Policy for the Procurement of Local Content

The SBC also aims to differentiate between its two radio stations, acquire a comprehensive bank of music videos, introduce programmes targeting the youth and acquire more compelling and varied international content.

“It has become an increasingly tough challenge to Inform, Educate and Entertain the Seychellois public in a fast-changing media landscape where other broadcasters, other content providers and other platforms are competing for the audiences’ attention and their limited time.” says Mr Lafortune but emphasized that the SBC is geared up for the challenge.

The transformation will involve moving the Public Broadcaster into the Digital era to help assure its long-term relevance and future. Major projects in this area includes investing in modern broadcast technologies and equipment, introducing an OTT (Over -The -Top) and On Demand service, digitising the SBC archives, enhancing the SBC’s online presence and increasing the internet bandwidth capacity.

It also involves modernizing infrastructures. The SBC House is under construction and plans to modernize the radio transmission network and to upgrade equipment to support more live broadcasts have been charted out in the Plan.

Having a professional and high-performing workforce is an essential prerequisite to deliver on objectives.

The SBC is aiming, over the next three years, to professionalise and optimize its staffing through capacity-building, reinforcing the Performance Management System, conducting a comprehensive staff and pay review and ensuring a better staffing complement.

Another key strategic priority is to improve the SBC’s funding situation.

“The SBC remains an under-resourced broadcaster. The current level of funding is not enough to enable or sustain the digital transition, nor its expected increase in quality and quantity of programmes” says Chairman Lafortune.

He gave the example of the costs already incurred by the implementation of the Digital Terrestrial Television, (DTT) project, which were not taken into account in the 2019 budget. Added to that is also the ever-increasing cost of programmes and bandwidth, increased staffing cost and significant cost related to capital expenditures not catered for in the budget.

SBC’s other strategic objectives include managing its stakeholders and strengthening the governance of the national broadcaster.

14.2 Board of Directors

SBC's corporate objectives, strategies, policies and activities is guided by Article 168 of the Constitution of Seychelles and the Seychelles Broadcasting Corporation Act. The SBC Act expressly provides for both the editorial and administrative independence of the corporation; thereby investing the Board with the primary duty to organize and conduct public broadcasting services to inform, educate and entertain the public, and to ensure a balanced development of broadcasting on radio and television.

The Board delegates some of its responsibilities to subcommittees as per SBC Act Section 4 (4) – these include Finance & Audit subcommittee; Legal Sub-committee; Content sub-Committee.

In 2017, the Board also agreed to constitute the SBC House sub-committee to ensure effective oversight of the SBC House project until the appointment of a Project Manager. These committees are predominantly made up of officio members of the Board as required by the SBC Act while relevant members of staff are co-opted to sit on these subcommittees.

The SBC Board of Directors meets regularly and oversees key strategic projects and proposals of importance to the corporation. The Board and SBC Management put forward matters they wish to be considered at each of its meetings and those of its committees. The agenda ensures that all relevant matters are considered and receive appropriate attention. Meetings are normally held in the SBC Board Room at Hermitage.

In 2017, the SBC Board held eight scheduled meetings, 10 meetings in 2018; 11 meetings in 2019; 9 meetings in 2020 and 11 meetings in 2021. In addition to the scheduled monthly meetings, the executive Board of Directors met on additional occasions to consider matters relating to the performance review of the CEO and DCEO.

The SBC's Board of directors also held a joint working session on the Plans and Targets for 2018 with the Senior Executives in March, 2018. The aim was to help ensure that the Board and the Management were aligned in their strategic aims and plans for SBC.

Table 5 shows Board attendance at scheduled meetings in 2017, 2018, 2019, 2020.

		Number of Meetings				
		2017	2018	2019	2020	2021
		8	10	11	9	11
Gérard Lafortune	Chairman	7	8	10	9	11
Jean-Claude Matombé	Vice-Chairman	6	8	11	6	10
René Durup	Member	6	9	11	8	5
Marie-Annette Ernesta	Member	6	9	11	9	10
Marion Gendron	Member	5	8	9	8	8
Jean-Marc Lablache	Member	7	10	9	6	6
Angele Low-Sauzier	Member	4	9	7	7	6
Linda Monthy	Member	6	8	8	8	7
Harry Tirant	Member	7	7	8	9	9

Board sub-committees

Finance and Audit sub-committee

The Finance and & Audit Sub-committee was established by the SBC Board during the eighth meeting held on the 15th of December 2017.

Board Members Angele Low-Sauzier and Linda Monthy are members on the sub-committee with the former serving as the Chairperson. Denise Horace and Jennifer Adonis are external members on the Committee in their capacity as SBC’s Head of Finance and Accountant respectively.

The sub-committee may also co-opt additional members from the Board or the SBC executive for specific purposes.

The Sub-committee is responsible for assisting the Board to fulfil its duties and responsibilities regarding the appropriateness of the Corporation’s financial reporting, performance reporting, risk management, compliance and audits. The sub-committee brings all pertinent issues to the attention of the Board. The monthly financial report is reviewed at each meeting of the board.

The Finance and & Audit Sub-committee has considered the following:

- Financial management reports and matters related to preparation and finalization of the Corporation's budget statements and the annual financial statements
- The Corporation's annual performance statements
- The adequacy and effectiveness of SBC's internal control systems, including financial control and operational control activities, risks and compliance

Legal sub-committee

The legal sub-committee was established by the SBC Board of Directors during the sixth Board meeting held on the 13th October 2017 to assist with urgent legal issues. The Chairperson of the sub-committee is Board Member René Durup and the other members are Board member Jean-Marc Lablache and CEO Bérard Duprès (ex-officio).

The legal sub-committee considered the following:

- Review of contractual obligations
- Proposals to amend SBC Act to reinforce independence
- Ascertain ownership of Hermitage to secure the technical corridor after relocation to SBC House
- Review the legalities of rebroadcast of SBC without formal agreement

Content sub-Committee

The Editorial/Content sub-committee was constituted early on in the Board's mandate on the 24th of August 2017, amidst audience complaints and reputational risks associated with or arising from editorial governance issues. The purpose was to provide objective and non-executive oversight of SBC's output.

The members of the committee are Board Members Jean-Claude Matombé who also serves as Chairperson; Marie-Annette Ernesta, Jean-Marc Lablache, Marion Gendron and the Deputy CEO. The Content Sub-Committee meetings were also attended by all Senior Executives and Managers of output sections.

The key outcomes from the sub-committee include:

- Called for a stakeholder's forum to bring together different interest groups to explain new approach by SBC;
- Advocated for a streamlining of complaints which led to the introduction of a complaints policy
- Reviewed SBC's editorial standards and proposed the drafting of SBC's first Editorial guidelines
- Came up with a comprehensive list of content improvement objectives

SBC House sub-Committee

The SBC House sub-committee was set up during the fifth Board meeting held on the 15th September 2017 to manage key deliverables in-house in line with the project. The sub-committee was initially set up to ensure effective oversight of the project pending the appointment of a Project Manager.

The members of the sub-committee are Harry Tirant, Gérard Lafortune, Bérard Duprès and Dereck Rioux upon his appointment as the Project Manager.

Board remuneration

When setting out their remuneration in 2017, Board members aligned them to the remuneration framework for members of the Electoral Commission and pro-rata with the previous scale remuneration of the SBC Board at 25% and 12.5% above for the Chairman and Vice-Chairman.

The Board believed that this approach was an appropriate way to reconcile historic issues of low level of commitment associated to low board fees. SBC Board fees are paid out from revenue collected by the corporation.

However, during concurrent Budget Review hearings from 2017 to 2019 (on 27th November 2017), the Members of the National Assembly criticized SBC of having exorbitant board fees in comparison to other budget-dependent entities. Both the parliamentarians and subsequently the Ministry of Finance demanded that SBC Board fees are benchmarked against the 'Remuneration Policy and Framework on Fees for Executive Boards forthwith.

Under Section 26 (2b) of the SBC Act, the Minister responsible for information may in consultation with the corporation make regulations for matters relating to the allowances and conditions of the Chairperson and members of the Board. SBC engaged in consultations with the Ministry of Finance to that effect. The Minister for Information regulated the fees and the new fees were gazette on 2nd October 2020.

Board members relinquish half of their allowances

As per a resolution taken during the 32nd Board Meeting held in May 2020, the SBC Board of Directors collectively agreed to a 50% cut to their Board members' allowances. This was their contributions to the austerity measures brought about by the Covid-19 situation.

The Board took into consideration that due to a drop in advertising revenue, the SBC will not attain the SR15million in revenue forecasted for 2020. The estimated figured was placed below SR10million. The SBC was to retain to the amount in its revenue to be used as appropriate in areas of priority, but not on social activities.

The initial decision had been for a period of 3 months starting from April 2020. When the decision came up for review in June (34th Board Meeting), Board members unanimously agreed to extend this arrangement to the end of the year.

Staff representatives on the SBC Board

SBC is the only board in the country with a staff representative. Since the SBC Act Amendment 2017, three members of staff have been elected by their peers to serve as Staff Representative on the SBC Board.

Celine Pillay served from 2017 to 2018 and succeeded by Georgette Hoareau in August 2018. The current Staff Representative Barbara Cooposamy was elected in August 2020 and serving a 2-year mandate.

Board participation in SBC activities

SBC Board members are also active participants in the Corporation's social activities. 'Octopus', a quiz team comprising of only Board members, won both editions of SBC Quiz Night.



Board members with their trophies after the first SBC Quiz Night

14.3 Summary of Board decisions

Key matters considered in 2017

Staffing restructure – The Board approved an urgent staffing restructure early in their mandate to address productivity, performance and disciplinary issues within some teams. This was carried out in two phases. Firstly, the pre-existing management structure was reviewed for a more effective and accountable way of working. Phase 2 of the restructure was to allow the staffing review to progress to a more advanced stage. It comprised of splitting the Engineering and Technology functions from the Operations functions; the Content Development team was integrated with the TV Production unit; The International Cooperation post was integrated with ‘Sales and Marketing Team and the Stores and Procurement functions incorporated under the finance section.

DTT Rollout – The Board resolved to postpone the DTT rollout, proposed for the 1st September 2017, to a later date in order to address pertinent issues such as insufficient training, system readiness and compatibility, lack of properly documented project plan; sustainability of local content and contractual obligations, among others. Moreover, the Board endorsed DTT rollout with free-to-view package and further committed one free set top box for each household in line with SBC’s public broadcaster mandate.

SBC on commercial TV platform – As part of Licensing Agreement, Commercial television operators are obliged to retransmit SBC under a must carry clause imposed by DICT. This clause was considered at length by the Board in line with SBC’s plans to optimize the value of its digital transition and proposition. The Board resolved that SBC should remain on the commercial operators' platforms until a new strategy is adopted that will determine the corporation’s approach to commercial operators.

Performance based incentive – The Board endorsed a 50% cap of the overall annual performance bonus package for all staff pending exercise to review of salary structure. The appraisal system for the end of year bonus that had been in place for seven years was considered inconsistent and incomprehensive. This was coupled with the introduction of the 13th Month salary scheme which would have resulted in double payment.

OTT, On Demand and mobile offerings – With the consideration that SBC will not achieve optimum viewership with only linear TV, the Board concurred that the Corporation must look beyond DTT to ensure its relevance. The Board endorsed a position paper submitted to the government recommending a review of regulatory framework to ensure that SBC has access to the existing multimedia online platforms.

Key matters considered in 2018

Fixed term contracts – Following a new interpretation of Section 19(2) of the Employment Act which implied that holders of contract position may also be classified as being in continuous employment. This posed a financial and legacy liabilities to SBC. The Board therefore endorsed a resolution to phase out fixed term contracts and all employees were placed on continuous employment status upon completion of their respective fixed-term contract.

Position on DTT, OTT and Commercialisation – SBC's plans to offer paid subscription and OTT services were challenged. Following engagement with Fair Trading Commission (FTC) and Department of Information and Communication Technology (DICT), the Board endorsed the drafting of a position paper highlighting the Corporation's underfunded status and options to overcome the shortfall.

Engagement with political parties–

The Board resolved to open up engagement with all political stakeholders in the spirit of impartiality and fairness. SBC management held a first meeting with representatives of political parties in 2018. All parties committed to maintain close engagement.

Staff turnover– The Board endorsed proposal for an external HR consultant to conduct a review of scheme of service and salary following an urgent question and ensuing discussions in the National Assembly concerning staffing related issues.

Upgrading AM vs Radyo Sesel on FM

– The Board approved a proposal to transfer Radyo Sesel to FM frequency based on the premise that Radyo Sesel provides good quality service but with poor reception. Moreover, on account that the AM transmitters must be relocated from Union Vale before the completion of the SBC House project.

Key matters considered in 2019

Funding for coverage of special events

– The Board agreed in line with SBC’s strategic plan that special events that SBC covers, or is required to cover which entails significant additional costs should be funded separately through the Ministry of Finance. Board agreed that SBC needs to prepare a costing and make presentation for separate funding.

Preparation for election coverage

– The Board agreed that SBC must not get involved in the production of Party Political Broadcasts (PPBs). The focus of the in-house production team is to produce local content, news and current affairs and to improve local production. It needs to direct its resources to programmes that falls within its core mandate. Additionally, Staff of the corporation must not get involved in the production of any PPBs or other externally produced political programmes, in their private time.

SBC Scholarship Diploma in Journalism

– The Board endorsed the proposal to spend SR250,000 per year to fund the tuition fees of up to 5 students. This could be for in-service staff as well as post-secondary students, with necessary bonding and other terms and conditions.

OTT – The Board endorsed a proposed resolution of the implementation of an OTT service as a pilot project. In order to assess the technical feasibility, cost benefits and resources needed prior to launching a full-scale OTT service in 2020, a study needs to be conducted. It will also address the pressing need to provide SBC content soonest to an audience both locally and abroad who are not able or willing to access SBC’s DTT service.

Funding commitment for SBC social club

– The Board endorsed the proposal but made it clear that such funding is not to be used to purchase alcoholic beverages.

Reinforcing independence – The Board endorsed the proposal for amendments to the SBC Act to reinforce its independence in line with Article 168 of the constitution. The Board proposed amendment to Sections 10, 21 and 26 of the SBC Act. The reason for the possible amendment is in relation to the other ongoing endeavours regarding administrative and financial autonomy of the SBC.

The SBC expects to be independent and to be treated accordingly. The act is weak against financial interferences and control by the government, with consequent threat to its independence. The proposal to amend these clauses is with the aim to redress potential for under control that both the Legislative and the Executive could exert on the on SBC.

Gratuity – The Board endorsed the proposal for payment of gratuity for continuous service for SBC staff who were previously on fixed-term contracts. This decision will henceforth ensure that all SBC staff receive gratuity payments for continuous service, and as per the stipulations of the Public Service Orders (Order 176) pertaining. This resolution was to provide clarity on the issue of the compensation for staff who were previously on fixed-term contracts and who have now reverted to continuous service.

Key matters considered in 2020

Alcohol and Betting adverts on SBC

– The Board approved in principle for SBC to broaden its advertisement portfolio. Towards that end, the Board tasked the Marketing team to research the scope of betting-related adverts and make recommendations that addresses related concerns. The Board also called for a revalidation of the ‘alcohol policy’ while at the same time, stressing that it is not advocating for SBC to start advertising the consumption of alcohol. Pending a review of the policy, the Board gave its approval for SBC to advertise non-alcoholic beers and wines using similar approach as with betting.

Content Improvement Objectives: Progress Update Review

– The Board, through the content sub-committee, conducted a comprehensive review of SBC content. The Board determined that more focus should be put on the ‘Educate’ aspect of SBC’s mandate. To that end, the Board proposed shifting SCR4 million allocated for international content to local thought-provoking content. The Board subsequently endorsed a ‘content improvement plan’.

As part of continuous improvements in its outputs, SBC introduced ‘Audience Impacting Incidents Reports’; ‘Complaints Reports’ and ‘News Incidents Tracker’.

Policies and Procedures endorsed by the Board

– The Board endorsed new policies, namely the Editorial Guidelines, Disciplinary & Capability Policies and Procedures’. The ‘Editorial Guidelines’ will be the principal document guiding SBC’s ethos vis-à-vis production and broadcasting of its programmes. The guidelines will apply to all content-makers within the Corporation. The other two documents are the ‘Disciplinary & Capability Policies and Procedures’ to serve as reassurance to staff that they will be treated fairly, via due process, in the event of any issues concerning their discipline or performance.

With the imminent 2020 General Election, the Board also endorsed ‘HRPOL-22-Political Activities by SBC Personnel’ aimed at providing guidance to All SBC staff regarding their involvement and participation in politics and political activities.

At the Board’s recommendation, the document was also scrutinized by SBC’s legal advisors to ensure that the restrictions imposed by the policy do not entail a breach of rights. The Board maintained that staff will not be allowed to produce PPBs and that it opposes staff doing same in their free time as they may compromise perception of their impartiality and that of SBC.

Must Carry Clause – The Board reopened deliberations pertaining to the discussion paper ‘approach to the must-carry clause’ circulated in 2019; following requests from Cable and Wireless Seychelles (CWS) and Intelvision to include SBC TV channels onto their respective mobile applications. The challenge put before Board members concerned licensing of international content on these mobile apps, notably the airing of SBC outside of the Seychelles territory and the feasibility of a ‘Must Carry-Must Pay’ approach. The Board advised that the Department of Information Communication Technology (DICT) being the regulator must be apprised of the challenges faced by SBC in implementing the Act in terms of breaching licensing contracts.

Cable & Wireless (CWS) and Intelvision were allowed to carry SBC TV channels on their respective mobile applications with the condition that they activate geo-blocking to restrict access to Seychelles territory.

Finance and Audit Report coupled with SBC’s Financial Situation –The board deliberated on SBC’s report which indicated that the Corporation is in dire financial situation with a forecasted operating deficit of SR3.3million at the end of the year. Those cannot be compensated from the revenue due to SBC’s other financial commitments such as acquisition of programmes, license fees and other financial liabilities. The Board discussed the implications of SBC’s persisting deficit in the context of discharging its mandate. A recommendation was also put forward to conduct a strategic planning exercise to classify obligations in order of priority, some of which the SBC will have to forgo in a worst-case situation. To reduce shortfalls in staffing costs, the Board resolved that commuted overtime allowance should be reviewed on an individual basis and withdrawn from those who are not doing overtime.

Payment in principle to Days Off due incurred from 2015 to 2018 – The Board endorsed proposal for staff from Operations Department to be compensated retrospectively for days off accumulated from 2015 and 2018. They had not received the payment upon introduction of new scheme of service in 2015. They have been issued with a notification letter. However, the payments will not be made this year as SBC already has a deficit under ‘wage and salaries.’

Key matters considered in 2021

Newsroom way forward – The Board endorsed an action plan which ensued from an audit of the Newsroom’s operations. The audit had identified the major challenges facing the Newsroom and recommended ways forward. During discussions, the Board identified that unlocking the funding issues is crucial to the implementation of the plan, which includes revision of the scheme of service to attract and retain Journalists. It was noted that some of the issues identified may be addressed straight away by reinforcing existing protocols, while others were related to technical aspects. The Board was apprised of the introduction of the ‘Duty Manager System’ for quality control purposes. In the 47th Meeting, the Board considered a proposal to address the non-approved requests for additional funding for ‘salary realignment for News, Current Affairs and Sports Staff’ and ‘Recruitment of 5 new posts’, through a framework proposed to the Ministry of Finance and through the savings achieved from headcount reductions this year.

The Staffing review exercise is expected to be completed early in 2022.

SBC’s 2021 budget deliberations in the National Assembly – Following SBC’s budget defence in the National Assembly in November 2021, the Board was of the view that many parliamentarians used their deliberations to exert pressure on SBC through the funding process. The Board reconsidered the proposal stated in its Strategic plan, which called for a funding mechanism that commits expenditure to the Corporation for medium-term, that will help reduce the risk of political pressure and interference from politicians within the annual funding review process.

The Board noted that, although there has been an increase in SBC’s allocation compared to 2020, the majority has been allocated to the SBC House project. There was a commitment for the Corporation to keep within its staffing costs allocation in 2021 while finding ways to recruit new talents and incentivise deserving staff. The Board endorsed in principle the Executive’s request to proceed with a list of proposed cost saving endeavours related to Staffing.

Review of transport and drivers' arrangements – The Board commissioned a review of SBC's transport and drivers' arrangements. Ensuing discussions focussed on the 17 daily shuttle trips and ways of possibly rationalising them. The Chairman undertook the review. He presented the findings and recommendations during the 49th meeting.

Airtime quota for political parties – The Board endorsed the implementation of the Policy for allocation of airtime quota for political parties. This provides 13 minutes monthly to each registered political party on radio and television, to communicate to the public on any subject matters that the party wishes. With this facility SBC is seeking to further enhance its contributions to democracy. The endeavour started in 2020 but was paused following concerns raised during engagement with political parties in light of 2020 elections. The first 'Program parti politik' premiered in May 2021.

Press conferences – The Board formally approved the implementation of the policy on Press Conferences during its 41st meeting. The policy was introduced to review and regulate coverage of live press conferences following a significant increase in coverage of such. The policy sets parameters for how SBC will manage coverage of Press Conferences. The policy also makes distinctions in terms of the coverage of Political Press Conferences.

Allowing Radyo Sesel on commercial platforms – The Board endorsed the decision for SBC to give permission to Intelvision and CWS to carry Radyo Sesel on their respective platforms. The aim of this endeavour was to help in mitigating the impact of reception issues. The said issues were highlighted during National Assembly discussions and was said to be depriving a significant portion of audience of good content.

Update and review of strategic objectives 2019 – 2021 – The Board collectively reviewed the strategic priorities 2019–2021, and then set out objectives that should be prioritised and pursued during the remainder of the Board's mandate. Board members agreed to revalidate the objectives which were reliant on government involvement and thereafter apprise the current Cabinet about the decisions taken by the previous Cabinet in those regards.

The Board also agreed that the strategic planning should expand beyond the mandates of the current Board and CEO, to ensure continuity for the Corporation.

The Board subsequently discussed and endorsed the Strategic Priorities for 2022 to 2024.

Follow ups to the board’s meeting with the President – On Friday 4th June, the SBC Board was at State House to meet with the President of the Republic. The meeting was at the request of the SBC Board and was also attended by the Vice President. The Board had deemed the meeting important and necessary for the SBC to brief the Head of State on SBC’s strategic plans, its visions, accomplishments and challenges. There was also discussion around the SBC’s financial autonomy. The Board collectively described the meeting as constructive, noting that there were immediate follow-ups by the Vice-President, including enabling a meeting with the Minister for Finance.

Meeting with Ministry of Finance – In July, the Chairman and the CEO met with representatives of the Ministry of Finance to discuss the issue of SBC’s financial autonomy. MoF proffered a de-facto autonomy, requesting that SBC indicate key areas within budget ceiling to be granted certain leeway. The Board welcomed the compromise to break the deadlock on this longstanding issue and as an opportunity for SBC to further demonstrate responsible management of the budget allocated to the Corporation.

Policy on faith-based content – The Board endorsed the policy of Faith-based content with implementation set to commence in 2022. The policy allows for more equitable distribution of air-time on its platforms to faith-based groups.

Naming of suspects in criminal cases – Following the arrests of prominent individuals and subsequent criticism from some sections of the public, over the SBC’s stance to not name the suspects until convicted, as per pre-existing policy and practices; the Board discussed SBC’s approach on same. Some members felt SBC should review its position about withholding the names of suspects until convicted to reflect the evolution in Seychelles’ democratic system, while others felt SBC should maintain current practice on legal and moral grounds. Discussions also covered sensationalism which could lead to trial by media. The Board endorsed a review of SBC’s current policy, which would consider identifying suspects when formally charged, with certain exceptions. Management subsequently drafted a Policy document, in consultation with internal and external stakeholders on this subject issue. The revised policy came into effect on the 17th December 2021.

14.4 CEO's international engagements

Between 2017 and 2021, the CEO undertook several overseas business trips.

The initial trips in 2017 were essential for the CEO to start his networking with our international partners. Over the four and a half years, CEO's travels took him to the European, Asian and African continents.

CEO's first trip was to the International Broadcasting Convention (IBC) in Amsterdam from the 16th to the 20th of September 2017. Together with the Head of Technology, they appraised a list of technologies for SBC's immediate and future needs as well as held meetings with service and equipment providers.

The overseas trips offered opportunities for the CEO to engage with fellow broadcasters on matters of importance to the Corporation. A visit to South Africa was aimed at seeing first-hand how the South African Broadcasting Corporation (SABC) is undertaking the task of Digitising its Audio-Visual archives. During the Annual Assembly of the ARTOI in Reunion, discussions focused on reinvigorating the grouping with common objectives for collaboration, particularly on the ORCA content-sharing system.

The CEO has also participated in several panel discussions while attending overseas conferences.

In his interventions, he gave Seychelles' perspective on matters discussed at international levels. During the 2018 SABA AGM, the CEO was among the panelists discussing "Evaluating Roles and Responsibilities of the Industry Players in the Digital Broadcasting Ecosystem" and during SBC's first participation in Radio Days Africa, the CEO took part in a panel discussing Public Broadcasting Reform.

The CEO has also presented country reports on Seychelles' DTT migration journey under the themes "Towards a fully digitized broadcasting ecosystem" and "Providing fully-fledged digital broadcasting and media services - the state-of-affairs!" in 2018 and 2019 respectively.

The CEO's overseas trips have been fruitful and have enabled SBC to consolidate existing partnerships and forge new bonds with international partners.



CEO at the General Assembly of the ARTOI held in Mauritius in 2019.

14.5 Public Policies and procedures

Appendix 17.4(i) provides a list of Public-facing policies and procedures issued during this period. All of these are available for viewing and downloading on the SBC's website. It is safe to say that no such documents existed before. These documents make clear how we are going to address a particular subject matter or endeavour. Notable of these are our Editorial Guidelines (covered under Section 8 of this report). We now also have clearer policies on how to address politically-related events and contents.

The Public Documents page of our website is now a repository for several other documents available for public scrutiny, such as the Corporation's Financial Statements.

Improving the transparency and accountability of our National Broadcaster has been a Governance strategy which the Board has pursued from the start.

Airtime Policy

The SBC is no longer providing free airtime for advertisements. This is outlined in the Airtime Policy which has been circulated to all stakeholders and is also available on the SBC website. The decision was made by the Board of Directors in 2018 and has been implemented since the beginning of 2019. The main aim is to ensure that the Corporation applies consistency and parity across the board to all Ministries, Departments, Agencies (MDAs) and Civil Society Organisations in regard to airtime for advertising.

The decision is also based on the fact that all these entities already benefit from de-rated fees for airtimes for adverts, compared to commercial and private sector organisations.

These fees are set at half the amount for commercial rates. Furthermore, airtime for adverts, especially peak slots, is limited and in providing free slots, there are fewer slots available for paid adverts.

However, there is scope for collaboration in the airing of educational and informative spots and programmes. All spots and programmes are now subjected to a sliding scale of payment, within the 'Public Service' advertising rates, depending on their value to SBC's own programming.

When a spot or programme fully meets SBC's public service mandate, its editorial policies and programming scheme, they will be aired for free but the scheduling will be at the discretion of the SBC depending on available slots on its two TV and Radio channels.

When a particular spot or programme partially meets SBC's aforementioned criteria, the sliding scale for payment shall apply.

Any other spots or programmes that do not meet the criteria for no payment or part payment, will be charged as per the published public service rate.

Commissioning Policy

The SBC has since 2019 opened up to acquiring local content from independent producers.

This was through the launching of the Corporation's Procurement of Local Content Policy.

In order to implement this policy, the Corporation appointed a Commissioning Committee. Initially under the chairmanship of the Deputy Chief Executive Officer, the Head of TV programmes is now the Chairman. The Committee has five other members.

In 2019, the CEO and the Commissioning Committee met with over 40 independent producers and potential producers to familiarise the producers to SBC's new framework for purchasing local content from independent producers to complement its in-house productions.

The main premise of this endeavour is to have enough local programmes of good quality to satisfy viewer expectations in the era of multi-channels.

The policy allows the SBC to:

- enrich its offerings with a variety of production styles and formats
- promote and nurture Seychellois talent in the field of TV and Radio production
- contribute to making TV and Radio production a way of earning a livelihood for more Seychellois.

In doing so, the SBC also recognises the important role it can play in nurturing a viable local content production market. It can also be an enabler in exporting such contents outside of our borders.



Meeting with potential content makers in May 2019.

Under the SBC's Commissioning Framework, independent producers have the option to offer completed content or to pitch new ideas yet to be developed.

In addition, the SBC can also source content by advertising the genre and format it needs for a particular scheduling period and invite programme proposals accordingly.

Any individual, group, company or other entity is eligible to pitch ideas, submit programme proposals, or offer completed programmes.

The SBC procures content to ensure the right balance of genres on its channels.

Different genres ranging from factual, drama, children, comedy, local theatre, sports are being sought and are outlined in a Programmes Genres document which accompanies the policy.

Rates to be paid to producers will vary depending on different factors such as the type of content, genre, originality, appeal, sustainability of the programme, affordability, ownership and rights.

The Commissioning Rates document accompanying the policy document provide the tariff range that SBC is willing to pay for each genre. [Both documents can be found on the SBC's website.]

The SBC has emphasised that the main premise of the commissioning endeavour is to have enough local programmes of good quality to satisfy viewer expectations in the era of multi-channel.

14.6 Stakeholders

As part of its ongoing endeavour to engage and collaborate with key stakeholders, SBC regularly holds meetings with public service entities; Ministries, Departments and Agencies (MDAs) as well as other partners.

The aim of the meetings is to enhance collaboration in areas such as news coverage, enhance existing productions related to the MDAs' respective mandates, encouraging forward planning, use of airtime and promoting use of the SBC's Radio Apps as an information and education tool.

During the meetings held in 2019, stakeholders had the opportunity to familiarise themselves to SBC's newly published Airtime Policy and the Policy on the Procurement of Content. The latter policy opened the possibility for stakeholders to produce and provide local content to the SBC.

In 2019, the CEO, Deputy CEO and other Senior Executives met with representatives of the Ministry of Health, the Ministry of Environment, the Seychelles Investment Bureau (SIB), Seychelles Tourism Board (STB) and the Seychelles National Youth Council (SNYC).



A group of stakeholders at SBC's first stakeholders conference in May 2018.

In 2018, SBC organized two Stakeholders' forums to give an overview of SBC's modernization and change process; an update on policies and processes regarding airtime and news coverage and to also advocate for collaborative approaches.

The outcome of those meetings culminated into SBC's Airtime Policy and the Policy on the Procurement of Content published the following year.

That year, meetings were also held with political parties and civil society organisations.

On 7th May 2019, following the publication of SBC's Strategic Plan 2019-2021, the Chairman of SBC Board of Directors, CEO and Deputy CEO briefed President Danny Faure and the Cabinet of Ministers on the document. They were supportive of the proposals made by SBC.

Among the proposals put before the Cabinet were for the Ministry of Finance to include SBC's annual subscription for DTT licences into the Government's general subscription budget; for the organisers of key national events to engage with SBC early and include SBC's costs of coverage in their budget and to review the "Must Carry" clause, amongst others.

In 2020, SBC held two consultative meetings with the Electoral Commission and representatives of political parties. The meetings were held on the 6th July and 13th August. Following the meetings and subsequent developments, SBC reviewed its decision to have SBC3 as the 2020 General Elections Channel.

In the wake of the first wave of the COVID-19 pandemic, the CEO of SBC and Output Heads met with the PS for Information and his team on 8th July. The meeting discussed how the Ministries, Departments and Agencies (MDAs) can make better use of the SBC's airtime policy as the country enters the "new normal". To that effect, a series of spots and programmes were prepared by some MDAs and broadcasted on SBC's platforms.



First meeting with political parties on 6th July 2020



Second meeting with political parties on 13th August 2020

MoU with the University of Seychelles

In May 2018, the SBC signed a Memorandum of Understanding with the University of Seychelles. This agreement was signed by CEO Bérard Duprès and the Vice-Chancellor of the University of Seychelles, Dr. Justin Valentin.

The MoU paved the way for individuals interested in taking a career in journalism and other media enthusiasts to study for a Diploma in Journalism.

As per the agreement, the Diploma in Journalism course is run by the UNISEY and the SBC provide trainers, facilities and equipment support, via its learning centre.

The three-year part time course, approved by the Seychelles Qualifications Authority (SQA), is open to all individuals looking to develop a career in journalism.

In addition, the agreement also includes training modulse in other media-related fields such as soundmen, lightsmen and cameramen.

The diploma course is aimed redressing the shortage of trained journalists in Seychelles.



CEO Bérard Duprès and the Chancellor of UniSey Dr. Justin Valentin signing the MoU in 2018



Souvenir photo after the signing the MoU in 2021

In October 2021, SBC and the University of Seychelles (UniSey) signed agreement to expand partnership with the University of Seychelles.

The new agreement extends on the 2018 MoU and seeks to establish and develop exchanges and cooperation in human resources development and capacity building.

In addition to capacity-building, this agreement also serves to enhance the mandate of both parties to inform, educate and inspire, through the production of educational programmes for broadcast media.

Through this MoU, UniSey is allowed a monthly programme on SBC to present academic and scientific information on topics of interest to the Seychellois audience.

A key area of collaboration proposed with this agreement relates to languages. The University of Seychelles has offered to assist SBC with training its staff to improve their knowledge and use of the three national languages. This will be in the form of a review of practices followed by first hand training as well as formal sessions in a classroom environment.
SBC

SBC formalises agreement with the National Assembly

The SBC and the National Assembly (NAS) signed a technical agreement during a short ceremony on the sidelines of the 44th Board meeting on the 6th August 2021.

The MoU formalised an existing joint framework for continued collaboration and cooperation which secures the continued good quality audiovisual coverage of the proceedings of the NAS, and supports the diffusion of these proceedings to serve participatory democracy in Seychelles.

The signing of the agreement marked the official handing over of an arrangement that had been in place since October 2020, whereby the National Assembly became entirely responsible for the filming of proceedings.

The SBC had assisted the National Assembly in setting up its automated filming system and in training its personnel.

The new equipment automated filming of the National Assembly sessions, and meant that camera operators from the SBC were no longer required for this task.

The MoU was signed by the Chairman of the SBC Board of Directors, Gérard Lafortune and the Speaker of the National Assembly, Roger Mancienne.

Mr. Lafortune noted that the signing of the MoU came at a time when National Assembly sessions not only reach the four corners of Seychelles but also the Seychellois diaspora via the various available platforms.

For his part, Speaker Mancienne spoke of the longstanding relation between the two institutions which predates any formal agreement. He used the opportunity to thank SBC for the assistance over the years.



Chairman Lafortune and Speaker Mancienne with the signed MoU in 2021

Younger stakeholders

SBC is a growing organization with exciting career opportunities. SBC regularly goes out to educational institutions to hold careers talk with students, to ignite sufficient interest to motivate some to investigate employment possibilities with us.

These talks are led by Head of Learning, Quality Control and Archiving, Mr Patrick Mathiot. In 2019, Mr. Mathiot and Principal Editor and Trainer, Mr. Patrick Muirhead, gave a presentation to students of Independent School about career prospects at the SBC.

In 2018, the SBC team also held similar talks in post-secondary institutions, namely the School of Business Studies and Accounting (SBSA) and the Seychelles Institute of Art and Design (SIAD).

SBC also welcomes visits to our headquarters by local youth groups during school holidays in the hopes that they could inspire those children to be our future journalists, presenters, producers or technical operators.

In August 2019, the Seventh Day Adventist Adventurers children club visited our offices with their teachers to learn more about our function and see firsthand how some of the jobs are done. In September, it was the turn of the Anse Boileau Butterfly Holiday Camp. They had the chance to visit the Newsroom, the radio and TV studios and also interact with presenters.



Seventh Day Adventist Adventurers children's club in the studio with Chicco

14.7 Administration of the Access to Information Act

Under Section 4 of the Access to Information Act, the SBC has a duty to create, keep, organise, and maintain its information in a manner which facilitates access to information.

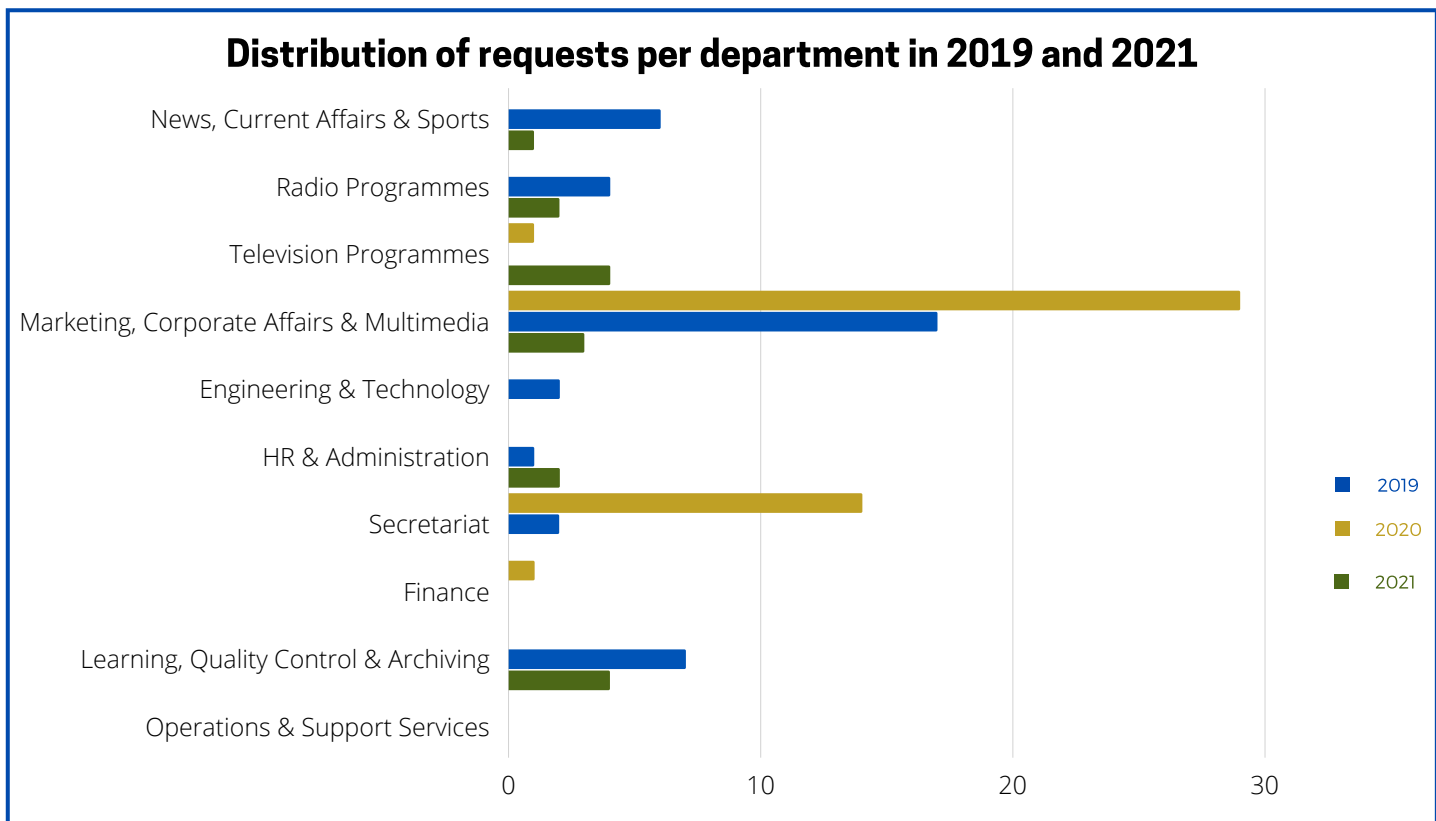
At the onset following the enactment of the Access to Information Act, the Head of Marketing & Corporate Affairs was designated as the Information Officer and the mandate to administer the Access to Information Act within the SBC rested with the Information Desk that she created within her team.

The Information Desk is the main point of contact for people seeking information under the Act. The Desk is responsible to establish and coordinate all activities within the SBC relating to the Access to Information Act.

The different Sections within SBC assist the Information Desk by processing access to information requests coming directly to them and channeling them to the Desk for the relevant follow ups, responses and record keeping.

The SBC has also established a number of email addresses for the public to have easy access to information and be able to easily log complaints with the Information Officer included in the recipient list for all those email addresses.

In line with section 5(1) of the Act, the SBC has, since 2019, revamped its website to include a Public Documents page.



The purpose of this page is to make available to the public all documents that are for public information and scrutiny. This also reduces instances where the public has to contact the SBC for such important information.

The Public Documents page is a key action taken by SBC to be more transparent and accessible to the public. In so doing, the Corporation is striving to keep within the spirit and intention of the ATI Act, notably Section 4, whereby the SBC has a duty to create, keep, organize and maintain its information in a manner which facilitates access to information.

From July 2018 to December 2019, SBC proactively posted 179 pages with information of general interest. Public documents available on the page include the Strategic Plan for 2019 – 2021, all Press Releases, all Policies and Guidelines that are related the public and stakeholders, forms and other documents.

For the reference of all employees, in-house policies are circulated via email and also available for perusal at the SBC Documentation Centre. New policies are also outlined in the Corporation's newsletter 'In Touch'.

'In Touch' newsletter is also a conduit to update Staff on pertinent decisions taken by the SBC Board, via its 'Board Communiqué' articles.

The majority of the Access to Information requests received by the SBC during the period 2018 to 2021 related to access to the SBC archive for copies of news footage, advertising rate cards, commissioning policy & rates and copies of death announcements read on the radio to be certified as original.

Given the nature of SBC's mandate, the records kept at SBC comprise of written documents as well as audio clips and video footage. Of the 48 requests registered during the reporting period, 46 were in writing whereas the remaining were verbal requests traced back through invoices.

In 2020 and 2021, all requests were assigned with a unique reference number. In the first instance, each request was reviewed for clarity by the Information Desk then forwarded to the relevant department/s within the corporation depending on the nature of the request relative to the section's primary function. The total number of ATI requests for access received in 2020 and 2021 was 33 and 16 respectively.

Building on efforts made in the first year since the implementation of the Act, SBC regularly adopts new initiatives to administer and implement the spirit and intention of the Act.

14.8 International Relations

Membership to International Organisations

The Seychelles Broadcasting Corporation is a member of 6 international organisations. Over the years, SBC has forged close bonds with those organisations and reaped numerous benefits through those partnerships.



Logos of international organisations that SBC is a member

Due to COVID-19, Seychelles found it difficult to honour its financial obligations to international organisations in 2020. In light of this, SBC reached out to those organisations in some cases to request for a deferment of payment of the annual membership fee and others to withdraw our membership.

Nonetheless, SBC committed to partnerships in other ways than financial as the COVID-19 situation unfolded. This was evidenced by SBC's participation in 'Le Grand Concert de l'Océan Indien' within the ARTOI grouping.

Asia-Pacific Institute of Broadcasting Development (AIBD)

The SBC joined the Asia-Pacific Institute of Broadcasting Development (AIBD) in 2016. The institute aims to achieve a vibrant and cohesive electronic media environment in the Asia Pacific region through policy and resource development.

Despite Seychelles' geographical location, SBC is a member of AIBD as the institution allows for sovereign states to designate the broadcasting authority of the country to be a beneficiary.

AIBD organises regular trainings to build the capacity of its members. SBC has been the recipient of numerous training opportunities consistent with our development needs. Most of the trainings are funded.

Over the years, SBC staff from these sections have benefitted: Information Technology, Engineering, Radio, News, Marketing and Production. One of the advantages of being a member is that most of the training are either fully or partly funded.

Since 2018, the AIBD has been offering us two fully funded places on their master classes, and attendance to the annual Asia Media Summit.

Association des Radios – Television de L’Ocean Indien (ARTOI)

The Association des Radios – Television de L’Ocean Indien (ARTOI) was established in 1990 and SBC has been a member since. It is an important regional body which brings together broadcasters of the Indian Ocean region.

The association is predominantly active for the Indian Ocean Islands Games held every four years. The broadcasters come together to share expertise, equipment and content including live coverage of the sporting events as was the case with the coverage of the 2019 IOIG (*see page 48*).

The SBC normally attends the AGM and other meetings that the ARTOI might hold that is of relevance to the Corporation.

African Union Broadcasting (AUB)

The African Union of Broadcasting was created in 2006 to provides networking opportunities with broadcasters on the African continent and train professionals in the audiovisual industries. AUB also facilitates block negotiation for broadcast rights for sporting events and cultural events.

The SBC has been a member of the AUB for many years but became a more active member in recent years. Since 2017, SBC via the AUB platform has been lobbying for fairer and more affordable sports broadcast rights.

SBC was one of the few Sub Saharan African broadcasters to acquire the Free-To- Air (FTA) rights to the 2019 AFCON tournament. Based on an agreement signed with AUB, SBC will also have broadcast rights over 9 other African football competitions taking place over the next two years.

SBC sends representatives attend AUB’s Annual General Meetings.

Conseil International des Radios-Televisions d’Expression Française (CIRTEF)

SBC is a longstanding member of Conseil International des Radios-Televisions d’Expression Française (CIRTEF). The CIRTEF is an organization made up of French speaking broadcasters with its secretariat based in Belgium. Up until 2018, SBC was a board member of CIRTEF.

In 2015, SBC hosted SEFOR (séminaire de formation) considered the most important event of the French-speaking audiovisual sector.

It is an opportunity for broadcast professionals from the North and the South to consult, exchange their programs, build bridges of collaborations in co-productions as well as reflect on common themes.

There have been few training opportunities offered to SBC by CIRTEF. In the past, SBC has participated in co-production of both radio and television programmes.

SBC withdrew from the organisation in 2020 due to financial difficulties brought on by the COVID-19 pandemic.

Public Media Alliance (PMA)

The Public Media Alliance formerly Commonwealth Broadcasting Association (CBA) is the largest global association of public media organisations and focuses specifically on providing advocacy and support for public media worldwide.

SBC has benefitted from various training for journalists, producers and technical operators from the PMA and its predecessor, the CBA.

The PMA also offers annual grants and bursaries that its members can apply to get exposure and opportunities to learn from more experienced broadcasters within Commonwealth community.

Over the past five years, the SBC has benefitted twice from the PMA Global Grants of up to GBP 1,500 allowing a senior member of staff to visit another PMA country and learn from their expertise in their respective areas.

In 2017, a senior staff was attached with the drama department at the Canadian Broadcasting Corporation and in 2020, the Chief Editor, has also benefited from a similar grant to travel to Namibia to develop social media guidelines for the media.

Southern African Broadcasting Association (SABA)

The Southern African Broadcasting Association (SABA) is a membership-based organization representing public service and other broadcasting organizations across the Southern African Development Community (SADC) region.

SBC is very active member in SABA not only as a board member but also through the various exposures, training and expertise that our staff in various sections benefit from. In the past five years, SBC staff have attended different workshops, training and forums in areas such as Content Monetisation, Content Creation, Archives Digitisation, Digital Media Media Convergence amongst others.

The SABA provides a good networking platform with broadcasters facing similar challenges. We use these meetings to hold parallel talks with different content providers and suppliers to acquire content at no or preferential costs.

There are also many other initiatives to which the SBC intends to contribute more including a regular TV current affairs programme; Eye on SADC.

Another project underway and which will be soft-launched in 2022 is the SADC TV Channel, being implemented by SABA.

Cooperation Agreement with Shanghai Media Group



CEO Bérard Duprès and Mrs. Wang Jianjun from SMG signing the MoU

The SBC and the Shanghai Media Group (SMG) from China signed a Memorandum of Understanding (MOU) for cooperation in the field of radio and television broadcasting.

The MOU was signed on Friday 13th August 2019 by the CEO, Mr Bérard Duprès and the President of the Shanghai Media Group, Mrs Wang Jianjun in the SBC Boardroom, in the presence of the Mayor of Victoria, the Chairperson of the Shanghai City Council and SBC and SMG officials.

The two parties have agreed on three main areas of cooperation, namely to exchange radio and television programs produced by their respective radio and

TV stations; evaluate and pursue co-production projects such as documentaries for TV and radio and exchange of expertise and training.

In his speech, the CEO described the relationship between Seychelles and China as long-standing and productive.

“A tangible and significant example which is close to SBC’s heart is the building of the New SBC house which is expected to be completed at the end of 2020. We reiterate our gratitude to the Chinese people for this substantial gift. Whilst the SBC House will provide the National Broadcaster with much-needed new and modern facilities for production of its Radio and Television Programmes, the Memorandum of Understanding we are about to sign today will help complement the programme making endeavor in terms of Content Exchange and Co-production of programmes,” he said.

It is to be noted that the City of Shanghai and the City of Victoria signed a Memorandum of Co-operation on Friendly Exchange in October 2013.

Collaboration agreement with Prasar Bharati

On Tuesday 17th August 2021, SBC and Prasar Bharati, India's largest public broadcasting agency, signed a Memorandum of Understanding to formalize collaboration between the National Broadcasters of Seychelles and India.

CEO Bérard Duprès signed the agreement on behalf of SBC while the Indian High Commissioner, General Dalbir Singh Suhag signed on behalf of Prasar Bharati.

The MoU seeks to exchange programmes in the fields of culture, science, education, entertainment, sports and news.

Speaking after the signing of the agreement, High Commissioner Suhag mentioned the scope of Prasar Bharati's two divisions. "Doordarshan operates 46 studios and 21 channels. All India Radio has one of largest network in the world with 470 stations and covers 92% of the country's area and 99% of the total population with programming in 23 languages in 159 dialects."



CEO Bérard Duprès and Indian High Commissioner, General Dalbir Singh Suhag signing the MoU

In his statement, CEO Duprès expressed his aspiration for the agreement to be translated into concrete exchanges. "We are expecting that this collaboration paves the way for television programmes from Prasar Bharati to be broadcasted on our Television and Radio platforms. I am positive that such programmes will be much valued by the Indian community here, as well as by our Seychellois audience."

The MoU also seeks to enable exchange of expertise between SBC and Prasar Bharati as well as opportunities for co-production and training. These will invariably enhance cultural and people to people ties.

TV5 Monde Discussions



Souvenir photo: Head of Engineering & Technology, Hervé Cherry', Denise Epoté TV5 Regional Director, CEO Bérard Duprès and Deputy CEO Cindy Wirtz

In 2021, the SBC started discussion with TV5 for the direct reception of signals from three TV5 channels, in particular TV5 Monde, TV5 Lifestyle and TiVi5, in good quality on digital terrestrial television (DTT).

Madame Denise Epoté, the regional director of TV5, was in Seychelles in October for discussions.

At the moment, SBC only broadcasts TV5 Monde Afrique with the collaboration of DSTV since it is still not possible to receive the good quality signal directly.

The discussions also addressed the possibility of exchanges of content and expertise and also the training of personnel, in particular journalists and technicians.

Whilst in Seychelles Ms. Epoté, who is also an experienced journalist, took the opportunity to do interviews for TV5 including with President Wavel Ramkalawan on the occasion of his first year in office.

15. FINANCE

Funding Overview

172

Funding Issues

174

Revenue

178

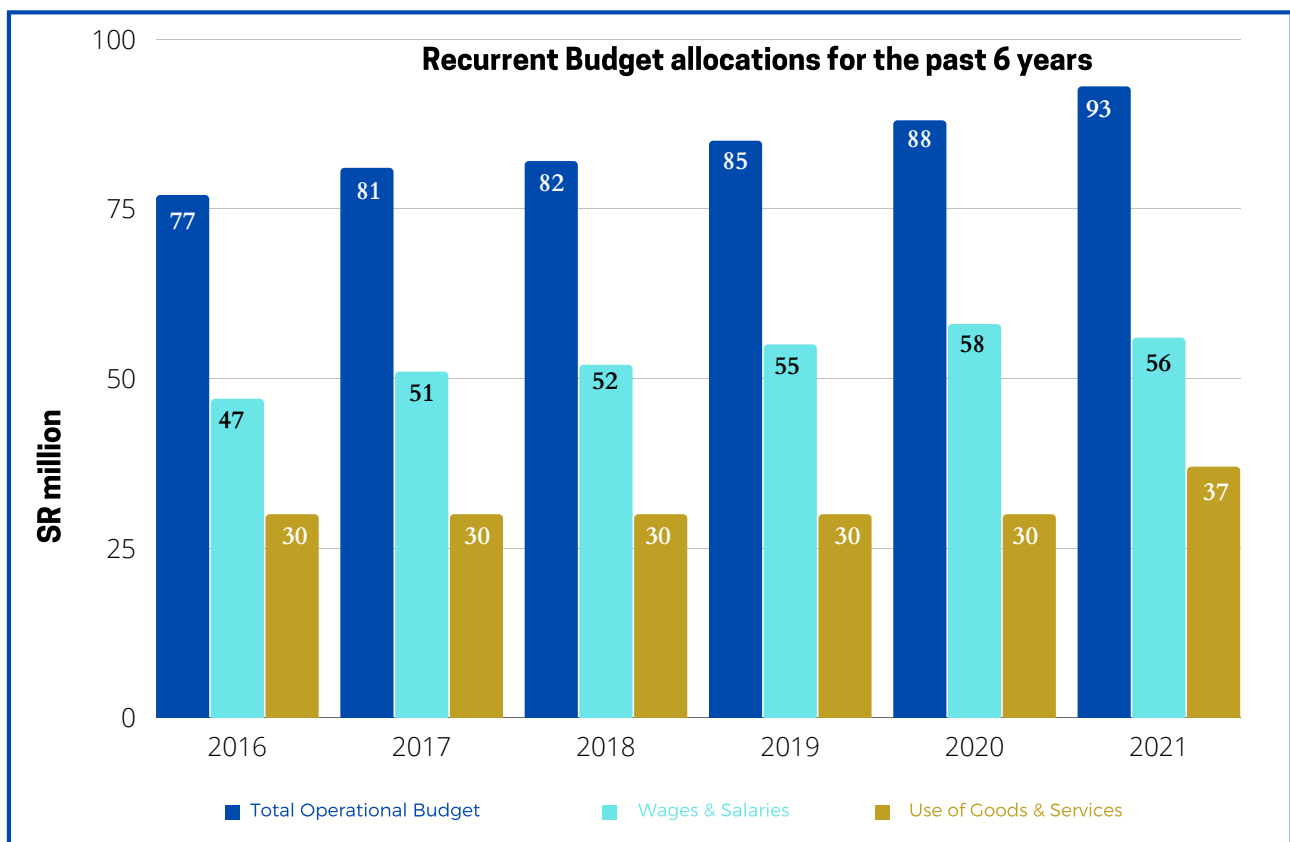
Financial Accounts

179

15.1 Funding Overview

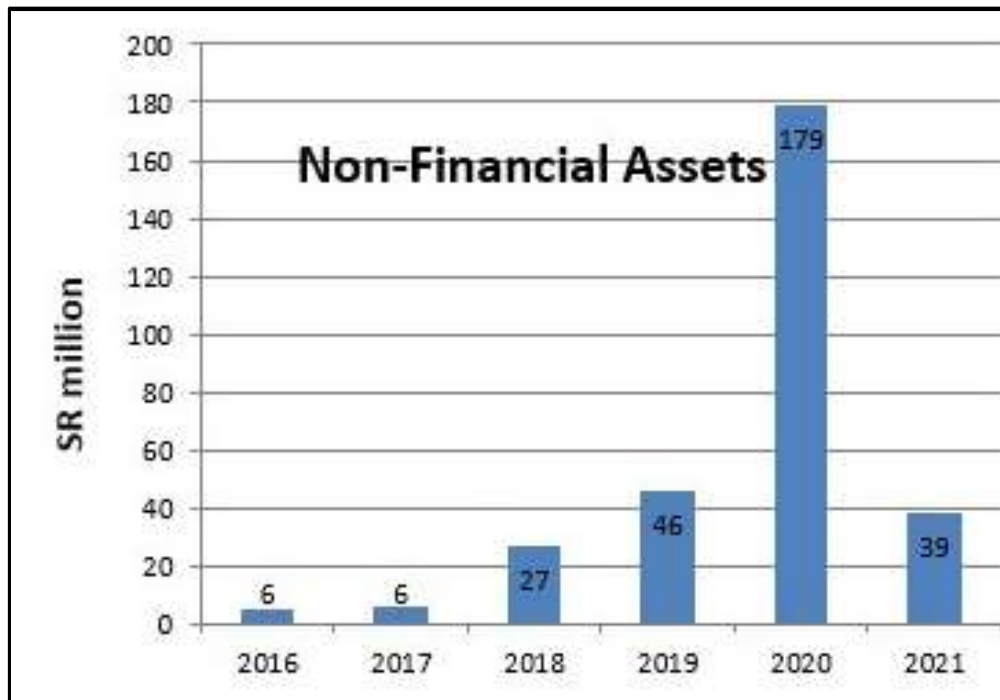
The PPBB (Programme Performance Based Budget) statements in the Appendix (Section 17.5) provide details on what is allocated for each annual appropriation budget for 2018 up to and including 2021.

The graphs below provides an overview of Budget Allocation by the State to the Corporation:



The above graphs shows only the operational budgets of the Corporation; they do not include the grants and Capital Expenditure funding. These are presented on the next page.

The graph below shows funding allocation for Grants and Capital projects:



The figures for 2018, 2019, 2020 and 2021 represent the new SBC House grant. The figures for 2016 and 2017 represent the tail ends of the DTT project funding.

15.2 Funding Issues

Whilst it is apt to recognise that there are two significant Capital Expenditure (CAPEX) investments in the SBC in this reporting period, namely DTT and the new SBC House, it is also apt to note that the operational budget for the Corporation has remained static for the period 2016 to 2020, as SR30million for each year. It was only in 2021 that an increase of SR7million was allocated.

This level of funding has not recognised that, in order to unlock the full benefits of the kind of technological improvements that DTT brings, an increase in operational budget funding was essential for the medium term.

The additional funding needed to cater for:

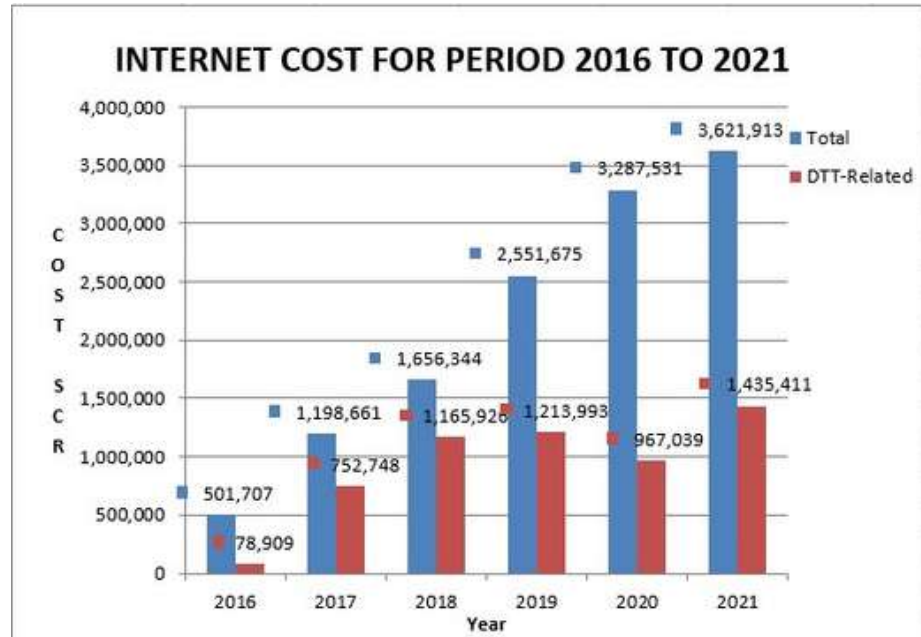
- Acquisition of additional content to cover multiple channel offerings over DTT
- Additional equipment that DTT's high definition (HD) video demands, such as additional digital storage space required to hold higher definition programmes, better computers needed to handle the graphics and editing of HD videos and HD cameras, needed to cater for high quality video captures.
- Increasing bandwidth costs arising from the digital convergence. This is not just to receive and send programmes, but for other online services necessary in the digital era.
- Human Resource investment, in terms of new staff and training of existing staff to support the technical and operational needs of multi-channel DTT broadcasting and digital convergence in general.

A position paper submitted to the government in February 2018 outlined the additional recurring costs of DTT alone on the SBC's budget, and that was even before the official launch of the service.

This funding shortfall is aptly illustrated by the fact that the SBC's revenue reserve has been depleted over the period, to cater for necessary expenditures that the state has been unable or unwilling to fund.

Internet costs

The demand for internet bandwidth has grown significantly over the past couple of years and will continue to grow and the Corporation strives to keep up with content production and distribution in the digital era. The graph opposite shows the growth in costs. Our internet requirement far exceeds the bandwidth we are paying, but which we cannot afford to increase.



Staffing costs

Whilst it is acknowledged that Staffing costs was around two-thirds of the recurrent budget during the reporting period and showing an upward incline, right at the start of its tenure, the new management recognised that, in order to safeguard the change management process and its digital convergence, SBC needed to have a ‘surge’ in staff numbers before it could rationalize and optimize its staffing again. The need for a ‘surge’ in staff numbers was to not only cater for increased demand on our outputs, but to allow some gap for training of our staff to be better prepared for the digital transformation.

It was envisaged that staff would be at an optimal level after 2 years.

This staff increase would have catered for enrolment of new skillsets needed to operate and maintain new systems and workflows. It would have allowed for an efficient parallel running of analogue and digital systems for a suitable period of time, until the new systems, allowing with the understanding and knowhow for some had bedded in. Funding for this additional staffing has been requested at every budget submission from 2017 to 2021, but none has been forthcoming.

At the end of 2018 the SBC Board, noting that the approved budget for 2019 does not cater for any additional staff, and cognizant of the on-going negative impact and risks that understaffing, and overwork is having on the quality of outputs and on staff morale in various sections of the Corporation, approved the recruitment of additional full-time staff in priority posts, needed to address risks and strategic urgencies in specific areas.

The Board was also mindful that the Strategic objectives of the Corporation were being impeded by this state of affairs.

This resolution endorsed additional recruitment NOT exceeding SR3million in total. Funding for this will be via 'virement' from the Goods and Services allocation, which shall in turn be compensated via the Corporation's commercial sales revenue.

In 2018 and 2019, supplementary budgets had to be sought and was received to redress the deficit in staffing costs incurred during these two years.

The perception from the Ministry of Finance was and remains that SBC was being audacious with its Staffing budget allocations. This has subsequently prompted ongoing debates around the SBC's financial autonomy.

High level discussions were initiated on this issue in July 2020, after the Ministry started blocking certain payments related to staffing.

Whilst the SBC has agreed that it must keep within its overall Staffing costs budget allocations, (that is, not to go into deficit and to request a supplementary budget), it cannot agree with the Department of Finance's continued interference into how the Corporation is managing the funding it has received. This standpoint is upheld by the SBC Act, section 3-10, which states:

"The Corporation may employ such persons as are necessary for the Corporation to perform its functions on such terms and conditions as it deem fit taking into account the procedures applicable to employees of public bodies."

Furthermore Clause 12(4) states that:

"the Corporation may spend such sums as it thinks fit for performing its functions under this Act and such shall be treated as expenditure payable out of the funds of the Corporation."

SBC is committed to managing its funding properly and in running an efficient and lean organisation.

As such, SBC will continue to identify efficiency savings, including in our staffing costs.

It is under this context that the SBC Board and Management initiated a Cost Review in 2021, and which focused largely on Staffing Costs.

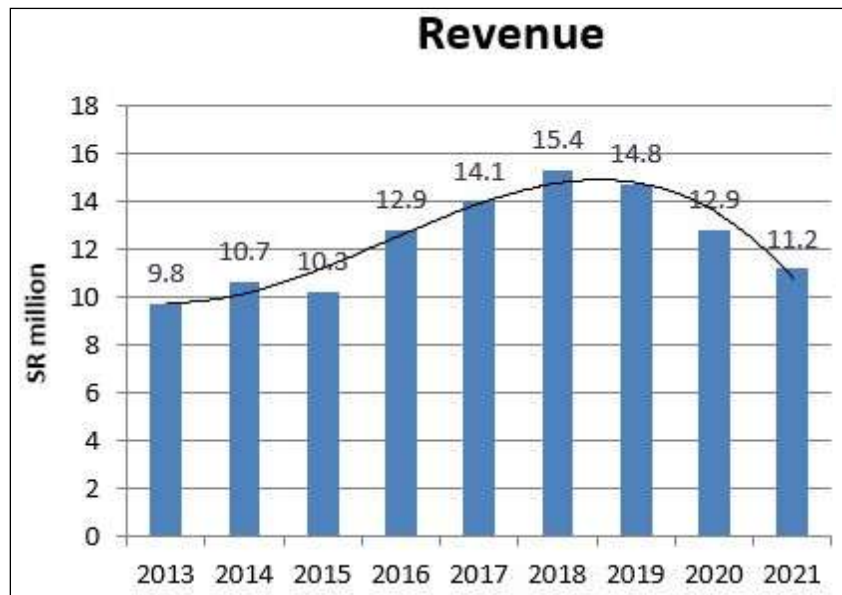
As a result of the 2021 exercise, which included a reduction in the staffing headcount, largely achieved through closing of posts for staff who had retired or resigned, a funding space of nearly SR2million has been achieved within the 2022 budget ceiling.

It is the intention of the Corporation to use this to fund the implementation of the revised Scheme of Service for Journalists, as well as to realign the salaries of some staff who are below the benchmarked average for their respective cadres.

15.3 Revenue collected & how it has been used

The revenue collected by the Corporation peaked at SR15.4million in 2018. This peak is attributed to the sale of DTT Set-Top-Boxes.

The upward trend in revenue has been curtailed by the economic impact of COVID-19.



The revenue collected during this period has been used to fund areas where the state budget allocation have not catered for such expenditures and/or where there have not been enough funds.

The pre-existing arrangement was that Revenue was mainly to fund for procurement of international programmes.

That revenue received for 2020 and 2021 were not enough to make the shortfall in funding for international programmes.

At the end of 2020, the SBC was owing more than SR4million in outstanding payments for international programmes.

The Corporation made a concerted effort to clear its international programmes debt in 2021, and this was largely achieved.

Budget for international programmes is being capped at SR10million per annum since 2020.

EXPENDITURE FUNDED BY REVENUE GENERATED						Total spend for period
	2017	2018	2019	2020	2021	
Foreign Programmes Procurement	1,018,763	5,413,670	8,882,054	7,188,403	6,255,156	28,758,045
Minor Capital Expenditures	2,229,820	5,635,754	2,161,682	1,442,660		11,469,916
Staff Related	3,092,073	2,634,280	74,490	197,012	243,090	6,240,944
Jeux Des Iles Equipment			3,991,896			3,991,896
DTT Project Related	266,356	-	2,650,167	760,353		3,676,876
Board Members Fees	282,274	1,653,396		863,846	632,400	3,431,916
Others	102,438	1,595,550	111,051	485,586	85,840	2,380,465
Software License	191,494	2,014,141				2,205,635
Local Productions Related Costs	958,590	316,300	22,250	244,750	1,971,692	3,513,582
Purchase of Motor vehicles		1,225,000				1,225,000
Elections Expenses				311,925		311,925
Seychelles Rupees	8,141,807	20,488,090	17,893,590	11,494,535	9,188,178	67,206,200

15.4 Financial Accounts

The SBC Act makes provision for scrutiny of SBC's finances by the Auditor General, as follows:

15. (1) The Board shall maintain proper accounts and other relevant records and prepare an annual statement of accounts in such form and in such manner as may be prescribed.

(2) The accounts of the Corporation shall be audited by the Auditor-General accordance with Article 158 of the Constitution.

16. The Board shall prepare once every calendar year, in such form and within such time as may be prescribed, an annual report giving a full account of its activities during the previous year and copies together with the statement of account audited under section 15 thereof, shall be forwarded to the Minister and the Minister shall cause the same to be tabled before the National Assembly.

The Annual Financial Statements are prepared by the SBC's Financial Controller. These are then reviewed by the Auditor General's Office. The verified accounts are eventually endorsed by the Chairman and the CEO. These are then then certified by the Auditor General.

As this process is a lengthy one, the approved Statement of Accounts for 2021 are not yet ready for inclusion in this report.

The following pages provides Balance Sheets for 2016, 2017, 2018, 2019 and 2020. **The full annual Financial Statements for these years can be found on the SBC's website.**

It is important to differentiate between what is allocated and what is expensed. Whilst the Financial Statements provide details on actual expenditures; the **PPBB (Programme Performance Based Budget)** statements in the Appendix (Section 17.5) provide details on what is allocated for each annual appropriation budget.


Year 2016

Seychelles Broadcasting Corporation

Balance Sheet as at 31st December 2016

	NOTE Schedules	2016 SCR	2015 SCR
FIXED ASSETS:	8	54,944,943	28,667,509
CURRENTS ASSETS:			
Cash & Bank Balances	9	14,057,377	13,508,258
Prepayments & Deposits	10	30,827,092	13,136,250
Accounts Receivables & Others	11	1,477,355	1,056,350
Inventory - Consumables		314,697	279,220
		46,676,521	27,980,078
CURRENT LIABILITIES (SHORT TERM DEBTS)			
Accruals & Accounts Payable	12	8,189,826	7,740,335
TOTAL LIABILITIES		8,189,826	7,740,335
NET CURRENT ASSETS		38,486,695	20,239,743
TOTAL ASSETS		93,431,638	48,907,252
EQUITY AND LIABILITIES			
CAPITAL EMPLOYED	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		144,935,866	89,821,866
Other Grants		9,418,408	9,418,408
Staff Compensation & Gratuity Reserve	13	7,742,166	7,110,658
Deficit(Cumulative) per P & L Appropriation		(98,922,875)	(87,701,753)
CAPITAL EMPLOYED		93,431,638	48,907,252

The accompanying notes 1-17 form part of these financial statements



 Chairman
 26th September 2017



 Chief Executive Officer
 26th September 2017

Year 2017

Seychelles Broadcasting Corporation


Balance Sheet as at 31st December 2017

	NOTE Schedules	2017 SCR	2016 SCR
FIXED ASSETS:	8	57,477,401	54,944,943
CURRENTS ASSETS:			
Cash & Bank Balances	9	16,472,908	14,057,377
Prepayments & Deposits	10	15,497,810	30,827,092
Accounts Receivables & Others	11	1,490,922	1,477,355
Inventory - Consumables		290,431	314,697
		33,752,071	46,676,521
CURRENT LIABILITIES (SHORT TERM DEBTS)			
Accruals & Accounts Payable	12	8,048,735	8,189,826
TOTAL LIABILITIES		8,048,735	8,189,826
NET CURRENT ASSETS		25,703,336	38,486,695
TOTAL ASSETS		83,180,737	93,431,639
EQUITY AND LIABILITIES			
CAPITAL EMPLOYED	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		151,246,577	144,935,866
Other Grants		9,418,408	9,418,408
Staff Compensation & Gratuity Reserve	13	7,929,134	7,742,166
Deficit (Cumulative) per P & L Appropriation		(115,671,455)	(98,922,875)
CAPITAL EMPLOYED		83,180,737	93,431,638

The accompanying notes 1-17 form part of these financial statements



 Chairman
 11th June 2019



 Chief Executive Officer
 11th June 2019

Year 2018

Seychelles Broadcasting Corporation


Balance Sheet as at 31st December 2018

	NOTE Schedules	2018 SCR	2017 SCR
FIXED ASSETS:	8	57,345,255	57,477,401
CURRENTS ASSETS:			
Cash & Bank Balances	9	8,696,075	16,472,908
Prepayments & Deposits	10	2,893,062	15,497,810
Accounts Receivables & Others	11	1,277,070	1,490,922
Inventory - Consumables		276,823	290,431
		13,143,030	33,752,071
CURRENT LIABILITIES (SHORT TERM DEBTS)			
Accruals & Accounts Payable	12	6,161,140	8,048,735
TOTAL LIABILITIES		6,161,140	8,048,735
NET CURRENT ASSETS		6,981,890	25,703,336
TOTAL ASSETS		64,327,145	83,180,737
EQUITY AND LIABILITIES			
CAPITAL EMPLOYED	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		155,649,242	151,246,577
Other Grants		9,418,408	9,418,408
Staff Compensation & Gratuity Reserve	13	5,923,969	7,929,134
Deficit (Cumulative) per P & L Appropriation		(136,922,547)	(115,671,455)
TOTAL CAPITAL EMPLOYED		64,327,145	83,180,737

The accompanying notes 1-17 form part of these financial statements



 Chairman
 21st July 2020



 Chief Executive Officer
 21st July 2020

Year 2019

Seychelles Broadcasting Corporation

Balance Sheet as at 31st December 2019

	NOTE Schedules	2019 SCR	2018 SCR
FIXED ASSETS:	8	64,408,658	57,345,255
CURRENTS ASSETS:			
Cash & Bank Balances	9	2,005,016	8,696,075
Prepayments & Deposits	10	2,197,506	2,893,062
Accounts Receivables & Others	11	1,236,216	1,277,070
Inventory - Consumables		292,700	276,823
		5,731,438	13,143,030
CURRENT LIABILITIES (SHORT TERM DEBTS)			
Accruals & Accounts Payable	12	3,344,240	6,161,140
TOTAL LIABILITIES		3,344,240	6,161,140
NET CURRENT ASSETS		2,387,198	6,981,890
TOTAL ASSETS		66,795,856	64,327,145
EQUITY AND LIABILITIES			
CAPITAL EMPLOYED	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		157,659,418	155,649,242
Other Grants		9,418,408	9,418,408
Staff Compensation & Gratuity Reserve	13	8,503,359	5,923,969
Deficit (Cumulative) per P & L Appropriation		(139,043,402)	(136,922,547)
CAPITAL EMPLOYED		66,795,856	64,327,145

The accompanying notes 1-17 form part of these financial statements



 Chairman
 02-June-2021





 Chief Executive Officer
 02-June-2021

Year 2020

Seychelles Broadcasting Corporation


Balance Sheet as at 31st December 2020

	NOTE Schedules	2020 SCR	2019 SCR
FIXED ASSETS:	8	68,492,083	64,408,658
CURRENTS ASSETS:			
Cash & Bank Balances	9	2,705,483	2,005,016
Prepayments & Deposits	10	2,400,274	2,197,506
Accounts Receivables & Others	11	994,308	1,236,216
Inventory - Consumables		328,099	292,700
		6,428,164	5,731,438
CURRENT LIABILITIES (SHORT TERM DEBTS)			
Accruals & Accounts Payable	12	2,022,587	3,344,240
TOTAL LIABILITIES		2,022,587	3,344,240
NET CURRENT ASSETS		4,405,577	2,387,198
TOTAL ASSETS		72,897,660	66,795,856
EQUITY AND LIABILITIES			
CAPITAL EMPLOYED	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		161,379,715	157,659,418
Other Grants		9,838,408	9,418,408
Staff Compensation & Gratuity Reserve	13	10,838,756	8,503,359
Deficit (Cumulative) per P & L Appropriation		(139,417,292)	(139,043,402)
CAPITAL EMPLOYED		72,897,660	66,795,856

The accompanying notes 1-18 form part of these Financial Statements



 Chairman
 25th February 2022



 Chief Executive Officer
 25th February 2022





16. STRATEGIC PRIORITIES 2022 - 2024

Priorities 2022 - 2024

186

During 2021, the SBC Board of Directors reviewed the Corporation's Strategic Priorities. This was under the context of the first-ever published Strategic Plan 2019-2021, which was coming to its end.

The revised Strategic Priorities for the period 2022-2024 are as follows:

1. Improve the Quality & Audience Appeal of SBC's Outputs

a) Improve the quality of our Local Content, particularly News and Current Affairs programmes and live outside broadcasts.

b) Increase the quantity of local content by developing new programmes formats and commissioning more local programmes from external producers.

c) Repurpose our audio-visual archives contents into new, compelling, relevant programmes.

d) Acquire more compelling and varied foreign programmes.

2. Reinforce the SBC's role in the 4th Pillar of our Democracy, and put more emphasis on our Inform and Educate mandates

a) Produce more insightful factual and current affairs programmes.

b) Introduce new programme formats with a view to educate and inspire, our Youths in particular.

c) Improve collaboration with Civil Society Organisations, NGOs and other stakeholders, especially towards ensuring that our nation is better informed and educated on pertinent issues related to their respective mandates .

3. Continue to move our Public Broadcaster into the Digital era

(Thereby helping to assure its long-term relevance and future.)

a) Provide an OTT (Over-the-Top) broadcast service via the internet, which will include streaming, catch-up and Video-on-Demand (VOD) services.

b) Digitise SBC's Video & Audio Archives.

c) Continue to improve SBC's Multimedia services and online presence (via the SBC Radio Apps, Facebook, Website, and other online platforms).

d) Ensure a staffing complement that is better able to deliver in the new converged digital broadcasting landscape, via a wide-ranging Training and Development approach and targeted recruitments.

e) Invest in modern broadcast technologies and equipment that will help to improve efficiency, delivery, and quality of services.

f) Increase in the Internet Bandwidth available to SBC, whilst reducing the cost per MB.

4. Develop, Optimise and Incentivise our Staffing Resource

a) Capacity-Building: Improve available skillset and capabilities through training and targeted recruitment to ensure that the SBC has a staff complement that is better prepared to deliver a continually improving service in the new > broadcasting and multi-media landscape.

b) Rationalise and optimise SBC's human resources through multi-skilling and putting emphasis on performance and productivity.

c) Undertake a comprehensive Human Resource Review, to include review of the Schemes of Service and Performance Management systems, to enable meritorious remuneration and retention of performing staff.

d) Acquire modern technology and tools that improves efficiency, collaboration, and communication

5. Revamp and Modernise our Infrastructures

a) Ensure proactive oversight of the completion of the new SBC Broadcast House project, including making sure that risks identified, especially in the MEP (Machinery, Electrical, Plumbing) schedules, are adequately mitigated and finishing works are to acceptable standards, ensuring a workplace and facilities that are fit for purpose and future-proofed.

b) Modernise our FM Radio Transmitters.

c) Relocate and improve the A.M. (Medium Wave) Radio Transmitter Infrastructure.

d) Ensure a modern, efficient, and resilient IT and Video broadcast network set-up.

e) Improve our live outside broadcast capabilities.

6. Improve SBC's Financial Situation

a) Increase our Revenue: Pursue Revenue opportunities, including providing a Video-Audio-on-Demand subscription service, improved sponsorship of productions and live outside broadcasts.

b) Reduce our Expenditures, wherever possible. For example: Reduce electricity costs by installing Photo-Voltaic panels at our transmission sites and on the New SBC House and adopting other energy efficient practices.

c) Funding: foster a better understanding from government on the funding requirements of the Corporation, enabling better medium-term budget

7. Reinforce Stakeholders Engagement

- a) Improve Audience engagement and retention.

- b) Build better collaborative partnerships with Stakeholders aimed at ensuring more programmes that educate, inform and inspire, whilst assisting them in promulgating their respective mandates and objectives.

- c) Maintain continued engagement with Government and other stakeholders on the strategic objectives of the Corporation and its challenges.

8. Strengthen Governance

- a) Ensure amendments to the SBC Act that strengthens the independence of the SBC.

- b) Maintain continuity in the Corporation's administration, namely overlap in Board members' appointments.

- c) Continue to produce and publish necessary internal policies and procedures, that reinforces transparency and accountability.

- d) Put in place Risk Management and Internal Audit frameworks.

17. APPENDICES

List of appendices

17.1 List of local TV programmes aired between 2017 and 2021

17.2 Procured International TV programmes aired between 2017 and 2021

17.3 Staff Trainings & workshops

17.4 Policies and Guidelines

17.5 Programme Performance Based Budget (PPBB) Statements

17.1 List of local TV programmes aired between 2017 and 2021

	Content Name	Year
1	Kwen Zanfan	2017
2	Les Pouvoir des mots	2017
3	Mon Kantik Prefere	2017
4	Stilis Mode	2017
5	Depouy en Sanson	2017 - 2018
6	Questions & Answers	2017
7	Kiltir Plus	2017
8	Tranzisyon	2017
9	Alo Dokter	2017 & 2019
10	Senm Laglwar	2017 & 2021
11	Recits	2017 & 2019
13	Zil Pros an Mouvman	2017 - 2021
14	Tremolo	2017 - 2021
15	ZilTune	2017 - 2021
16	Dyalog an Direk	2017 - 2021
17	Toptunes	2018 - 2021
18	Jojo & Friends	2017 - 2020
19	Office Choir	2017 - 2020
20	Tête à Tête	2018 - 2021
21	Fitness Zone	2018 - 2019
22	Fitness Zone Kids	2018 - 2019
23	Levennman sa Mwan	2018
24	Verna's Take Away	2018
25	Tourizm nou Biznes	2018 - 2021
26	Knockout	2018
27	Poetik	2018 - 2021
28	Made in Seychelles	2018

	Content Name	Year
29	Youth Beat	2018 - 2019
30	Dance Battle	2018 - 2019
31	FemBioBiz	2019
32	Kado Mal Anpakte	2019 - 2020
33	En Vogue	2019
34	Lakwizin	2019 - 2021
35	Lakwizin Spesyal	2019 - 2021
36	Sapit	2019
37	4 Degre Sid	2019 - 2021
38	Nou Panse lo Lemonn	2019
39	240an Viktorya (one-off)	2019
40	Nou Lanvironnman, Nou Planet	2019
41	Dreams & Wishes	2019
42	Zil Elwanyen	2020
43	Konekte.Zenn	2020 - 2021
44	Battle Feel	2020 - 2021
45	National School Quiz	2020 - 2021
46	My Retro	2020 - 2021
47	Economic Watch	2021
48	Lopinyon	2021
49	Kwen Tapi	2021
50	Rekolt	2021
51	Ekout ou a konnen	2021
52	Le 25 Novanm, Sesel i rapel	2021
53	Paradise FM Chart Attack	2021
54	Open Microphone	2021

One-off programmes aired in 2021

Content Name	
1	Reveyon
2	Cérémonie officielle – Journée de la francophonie
3	Amigos – Musical Show
4	Musical Show – Launching of Travis Album
5	Diskisyon – Aldabra, 50an
6	Lansman Lenstiti pour Kiltir e Lar
7	Téléthon
8	Nwel Pa Diferan
9	Nine Lessons & Carols
10	Midnight Mass

17.2 Procured International TV programmes aired between 2017 and 2021

Content Name	
OFF THE FENCE: DOCUMENTARIES	
Hotspots: The Last Hope	(5 x 60)
Sacred Sites	(12 x 60)
Science Impossible	(6 x 60)
Panama's Animal Highway	(1 x 60)
ALBATROSS: DOCUMENTARIES	
Water is our Future	(5 x 52)
King of Currents	(2 x 52)
The seismic sense: How animals predict earthquakes	(1 x 60)
Islands of the future	(5 x 60)
AMPERSAND: DOCUMENTARIES	
The Funny side of Science	(1 x 60)
Lord of the Oceans	(5 x 60)
Flavors	(13 x 60)
Masters of Rice	(1 x 60)
Masters of Savours	(7 x 60)
Secrets from the end of the world	(1 x 60)
BBC STUDIOS: DRAMA	
The Durrells 1,2 &3	(20 x 50)
Doctor Foster 1&2	(10 x 50)
The Coroner 1&2	(20 x 45)
BBC STUDIOS: CHILDREN	
Andy's Safari Adventures	(40 x 14)
My World Kitchen 1&2	(30 x 11)
The Next Step	(64 x 25)
BBC STUDIOS: COMEDY	
Still Open All Hours 1,2 &3	(18 x 30)
Bad Move	(6 x 30)
QUANTUM MEDIA CORPORATION: GAME SHOWS	
The Codebreaker	(20 x 30)
Player Up	(20 x 30)
QUANTUM MEDIA CORPORATION: COOKERY	
Poh's Kitchen Secrets	(40 x 30)

Content Name	
ZDF: YOUTH	
Dance Academy	(65 x 30)
Sam for Extreme Adventures	(26 x 30)
EAGLE VISION: CONCERTS	
Dire Straits: On the Night	(95')
Queen: Days of our Lives	(6 x 60)
Santana: Greatest Hits - Live at Montreux	(1 x 60)
Sam Smith	(1 x 60)
BBC's Biggest Weekend	(2 x 60)
Il Divo: Timeless - Live in Japan	(1 x 60)
Saturday Night Movies	(52 x 90)
Family Movies	(52 x 90)
Telefilm Francais	(52 x 90)
MONDO TV - ANIMATION	
Robot Trains	(52 x 13)
Invention Story	(52 x 26)
Sissi the Young Empress	(52 x 26)
Treasure Island	(26 x 26)
The Drakers	(26 x 26)
Puppy in my Pocket	(26 x 26)
Heidi Welcome Home	(26 x 45)
TELENOVELA (ENGLISH)	
Several Titles	
GLOBAL TELEMEDIA: MUSIC SERIES	
The Story and the Song	(16 x 30)
BANIJAY RIGHTS: JEU	
Fort Boyard 2009	(10 x 105)
Fort Boyard 2010	(7 x 110)
Fort Boyard 2011	(7 x 105)
Fort Boyard 2012	(11 x 110)
Fort Boyard 2013	(9 x 110)
Fort Boyard 2014	(10 x 110)
INVERLEIGH - EXTREME FIGHTING CHAMPIONSHIP	
Mixed Martial Arts	
live/delayed live content	10x per year
Weekly Magazine Show	(1x 47)

Procured International TV programmes aired in 2021

Content Name	Content Name	Content Name
<p>SATURDAY NIGHT MOVIES</p> <p>Forever in my heart The dating list Killer in suburbia Eat, drink and be married The missing sister The perfect soulmate A lover betrayed Made for you with love Killer reputation Eve of abduction Staged killer A mother's crime Ring of deception A sister's obsession Killer in red The perfect cheerleader The hurt locker Out of reach Alpine romance In full bloom The lincoln lawyer The in-laws Dumped me not Flip that romance Love's complicated Emma fielding's myseries: more bitter Gourmet detective (1, 2 & 3) Martha's vineyard (1, 2 & 3)</p> <p>COMEDY</p> <p>Bad move (6 x 30') This country (18 x 30') Mister winner (6 x 30')</p> <p>MINI SERIES</p> <p>Double vie (4 x 52') Tahiti spirit (3 x 52') Bulle (6 x 52')</p>	<p>TELEFILM</p> <p>Crime dans le larzac Les mysteres des majorettes Pour te retrouver Meurtre a la pointe du raz Les mysteres de la chorale Maddy etcheban Faux semblants Comme un coup de tonnerre dans un ciel sans nuage La bonne conduite Noces d'or La loi de marion La loi de damien La fugue Avis de tempete Meurtre a lyon</p> <p>DRAMA</p> <p>Mallorca files (10 x 45') Mother, father, son (8 x 50') Stella (series 1 - 3 - 30 x 45') Redwater (6 x 50)</p> <p>FAMILY MOVIES</p> <p>A date with miss fortune Crazy kind of love Elle - a modern cinderella's tale Listen to your heart Love's kitchen Shirin in love Bernie, the dolphin 2 Belong to us - duke Triumph Lucky dog Emerson heights If only i had christmas It's beginning to look a lot Like Christmas</p>	<p>SERIES</p> <p>Billions (srs. 1 & 2 - 24 x 52')</p> <p>AFRICAN SERIES</p> <p>Shampaign (sr2. 1 & 2 - 26 x 45')</p> <p>ANIMATION</p> <p>Splash And Bubbles (40 X 22') Atomic puppet (52 x 11') Les sauvenatures (52 x 13') Calimero (26 x 13') Adventures of turtle taido (12 x 11')</p> <p>TELENOVELA</p> <p>Tangled Hearts (120 X 52')</p> <p>KIDS</p> <p>We're talking animals (26 x 30') Brain buzz (65 x 30') Larry the wonder pup (18 x 30')</p> <p>SPORTS</p> <p>Tokyo Olympic Games English Premier League - 2021-2022 EURO 2021</p> <p>TEEN</p> <p>Tokyo Olympic Games English Premier League - 2021-2022 EURO 2021</p>

17.3 Staff Trainings & workshops

2019 - Overseas

Training activity	Number of participants	Date	Country
Fibre Optic Training	1	7 -11 May	Kenya
Asia Media Summit incl. pre-summit workshop on creating impactful digital content in the digital era	1	11 - 15 June	Cambodia
Asia Media Summit incl. pre-summit workshop on combatting disinformation and fake news	1	11 - 15 June	Cambodia
TV Documentary Production	1	24 June - 26 July	Malaysia
Developing social media guidelines for broadcasters in South West Africa	1	3 - 5 June	Namibia
Radio breakfast boot-camp by BBC East Africa Bureau	1	18 - 20 September	South Africa
BA in Journalism (ANHRD Scholarship)	1	2019 - 2022	Malaysia
Content management for digital broadcast media	2	24 June	Namibia
Formation outil ROSS/Jeux des Iles Ocean Indien	2	26 June - 2 July	Mauritius
Workshop for Journalists	1	24 August - 4 September	China
VSAT field engineering training e-enhancement	2	20 -24 September	Kenya
Bilateral seminar - Understanding China Development aid assistance	1	5 - 25 September	China
Workshop on studio & Newsroom automation in TV	1	25 - 29 November	India
MikroTic Certified network associate training	1	19 - 21 November	Kenya

2019 - In-house & other local training

Training activity	Number of participants	Date	
Fintech workshop	2	8 -10 May	Central Bank of Seychelles
Excel at Intermediate level	7	23 May - 27 June	Guy Morel Institute
Basic filming techniques	11	-	
Script writing, voicing, news packaging, media & law, etc	3	-	In-house
Use of Adobe Premiere Pro for editing	6	-	In-house
New Tricaster operators training	10	24 April & 19 June	In-house
New CCU Operators	12	20 May & 10 June	In-house
New drone operators	8	-	In-house
TV documentary making with Didier Mauro	7	21 - 31 May	In-house
Comment filmer avec son portable	14	4 June	In-house
Use of the new digital mixer	18	25 -26 June & 23 July	In-house
National workshop on WIPO copyright and related treaties	1	25 - 26 April	NAC
3-D graphics	7	16 - 27 September 14 - 20 October	Blue Indian Pictures
Microsoft server 2019	1	-	Microsoft
Media and cultural diversity workshop	3	21 - 22 May	UNESCO
Teradek Bond kit training	7	10 June	In-house
Basic first Aid	18	14 - 17 October	Red Cross
Basic fire safety	23	12 & 13 September	Robert's Fire Prevention Services
National seminar on Intellectual property and the african regional intellectual property organisation	1	2 July	Ministry of Finance, Trade, Investment & Economic Planning
Training on presentation skills	8	16 July	In-House

2019 - In-house & other local training

Training activity	Number of participants	Date	
Broadcasting and law	4	23 July	In-house
Webinar on social media guidelines for journalists & media maker in Southern Africa	3	18 July	Public Media Alliance & UNESCO
Advanced diploma in telecommunication systems	7	19 August - June 2020	Seychelles Institute of Technology
UNESCO workshop on the Memory of the world programme	4	4 - 6 September	Ministry of Education & Human Resource development
Use of Adobe Premiere pro for editing for Archiving staff	5	21 & 28 August	In-house
Journalism 101: Back to basics	3	18 - 20 September	Association for Media Practitioner Seychelles
PZT cameras and remote control unit	9	1 October	In-house
Executive leadership development	8	14 - 16 October	The Guy Morel Institute
Fundamentals of windows server infrastructure	2	19 October - 16 November	In-house
HIV/AIDS sensitization workshop for media persons	3	5 November	National AIDS Council
Data journalism masterclass	2	18 - 19 November	Barclays Bank
End of year HR forum	1	22 November	The Guy Morel Institute

2020 - Overseas

Training activity	Number of participants	Date	Country
Workshop on Studio & Newsroom Automation in TV	1	13 - 17 January	India
Networking and System Administration ITEC Course	1	3 February – 2 March	India
Familiarizations visit for Journalists	1	23 – 28 February	India
Regional Workshop on Media Law and Ethics	1	12 - 14 February 2020	Malaysia
4th ABU New Media Workshop	1	18-20 February 2020	Mauritius

2020 - In-house & other local training

Training activity	Number of participants	Date	
News reporting with a mobile phone	7	7 February	Seychelles Media Association
Executive Leadership Development	2	10 - 12 March	The Guy Morel Institute
Media Election Reporting Workshop	5	25 - 27 February	British High Commission
Diploma in Journalism	6	March (3 years)	University of Seychelles
Supervisory Skills for Practicing Professionals	4	22 – 26 June	The Guy Morel Institute
Finance and Budgeting	1	30 June - 2 July	The Guy Morel Institute
Project Management	2	13 - 17 July	The Guy Morel Institute
Certificate in Human Resources Management	1	23 July	The Guy Morel Institute

2020 - In-house & other local training (cont.)

Training activity	Number of participants	Date	
Supervisory Skills for Practicing Professional	1	7 - 11 September	The Guy Morel Institute
Coaching, Mentoring & Counselling	1	28 - 30 July	The Guy Morel Institute
Excel for Beginners	13	6 - 27 August & 3 - 24 September	University of Seychelles
Excel for Intermediate	4	TBC	University of Seychelles
Excel Advanced	8	TBC	University of Seychelles
Microsoft Access	5	TBC	University of Seychelles
Sales and Marketing Level 1	1	TBC	The Guy Morel Institute
Camera Training for Drivers	4	4 - 5 August	In House
Webinar Election Training	12	5 - 13 August 24 - 27 August	Public Media Alliance
Webinar Election Training	1	24 & 31 August	United States Embassy
Media Law	14	September	In House
Virtual Tour of the US and their Electoral Process	1	November	United States Embassy
Report Writing Skills	12	28 October - 4 & 11 November	In House
Microsoft Outlook	20	26 November - 17 December (weekly)	University of Seychelles
Training for new journalists	7	Recurrent	In House
AIBD meeting	10	10 December	AIBD
Seachange Training	21	16 December	AUCOM

2021 - In-house & other local training

Training activity	Number of participants	Date	
Training for news & TV production recruits	x	From 22 March	In House
Managing People	2	TBC	TGMI
Sharpening your storytelling in broadcast journalism	6	16 - 24 June	In House/ BBC
Advanced Sales and Marketing	1	5 - 7 July	TGMI
Transparency and Accountability for Good Governance” Workshop	4	14 - 21 July	Transparency Initiative Seychelles
Diploma in General Management	2	July (recurrent)	TGMI
Intellectual Property Webinar for the Media Sector	2	29 - 30 July	In House
Safety at Heights training	18	6 September	In House
Training in use of NewTek 3Play 440 for slow motion replay	11	4 - 5 November	In House
Transparency and Accountability for Good Governance” Workshop	2	8 - 9 November	Transparency Initiative Seychelles
Uncover Your Leadership	3	9 - 11 November	TGMI
Training for Journalists, Producers and Camera Operators	12	15 November - 23 December	In House
Fundamentals of Windows Server Infrastructure	1	20 November - 18 December	University of Seychelles
BBC Getting Ahead as Radio Presenters with Martin Davies	16	22 November - 10 December	In House
Digital Certificate - Advanced Cyber Resilience & Digital Analytics	4	30 November - 1 December	In House
Webinar LGBT	2	December	In House (online)

2021 - Online Training (Webinars)

Training activity	Number of participants	Date	
AIBD/Prix Jeunesse Foundation Regional Webinar on “The Day I became strong in the Pandemic’	3	11 March	AIBD
Workshop for Health Journalists and Content Creators	1	11 March	AIBD
Forum on Standards & Strategies for the Preservation of Archived content in Africa	4	18 March	ABSA Bank Seychelles
Road to COP 26: Opportunities, Challenges, and the African Transition to Net-Zero	1	19 April	AIBD
Radiodays Asia	1	24 - 26 March	AIBD
28th Convergence India 2021 Expo	2	24 - 26 March	AIBD
Activities on Investigative Journalism: ‘Going Beyond the Headlines’	3	5 - 9 April	AIBD / UNESCO-IPDC
Training Activities on Safety for Journalists	7	19 - 21 April	AIBD / UNESCO-IPDC
Online Regional Workshop on Trauma Management	7	19 - 21 April	AIBD / UNESCO-IPDC
Fake News workshop	5	3 May	Seychelles Media Commission
Workshop on Engaging Audience for Telling Stories	2	14 - 18 June	AIBD
‘Redefining the Role of Media in the New Norm	1	5 June	AIBD
Virtual Graduation Ceremony	1	24 June	University of Seychelles
Expo 2020 Dubai: Global Media Briefing	2	30 June	Media Services
COVID-19, Nutrition and Wellness Webinar	3	1 July	UNESCO
Workshop on Ethical Issues of Information	2	20 - 21 July	UNESCO IFAP programme
Getting Ahead in Media	19	3 August- 16 September	BBC
Training of the Trainers Workshop	1	6 - 10 September	AIBD
Getting Ahead as Radio Presenters	15	22 November - 10 December	BBC
Environmental journalism	3	December	Thomson Foundation
Advanced Cyber Resilience & Digital Analytics	4	30 November - 1 December	Forbes Networks Media
Harmonic Playout Training	8	30 November - 1 December	Harmonic

17.4 Policies and Guidelines

i. General & Public Policies issued during the period

Description		Date Issued
SBCPOL 01	Editorial Guidelines	Aug-2020
SBCPOL 01-A2	Programme Genres	May-2019
SBCPOL 02	Procurement of Local Content	May-2019
SBCPOL 02-A1	Commissioning Rates	May-2019
SBCPOL 02-F1	Content Proposal Form	May-2019
SBCPOL 03	Policy on Airtime for Public Service Entities (MDAs) and Civil Society Organisations (CSOs)	Dec-2019
SBCPOL 03-F1	Programme Proposal Form – MDAs - CSOs	Dec-2019
SBCPOL 08	Guidelines for Presidential Election Debates	Sep-2020
SBCPOL 09	PPBs and Advertorials for the 2020 Elections	Sep-2020
SBCPOL-07	Airtime Quota for Political Parties	Mar-2021
SBCPOL-06	Policy and Procedures for Press Conferences	May-2021
SBCPOL-06-F1	Press Conferences Request Form	May-2021
SBCPOL-01-G01	Identifying of Persons Arrested in Criminal Cases	Dec-2021

ii. HR Policies & Procedures

Description		Date Issued
HRPOL 04	Sickness Self-Certification and Return to Work Procedure	Mar-2020
HRPOL 04-F1	Sickness Self-Certification and Return to Work Form	Mar-2020
HRPOL 05	Public Holidays: Days-Off in-Lieu	Mar-2019
HRPOL 06	Payments for Extra Work outside of Contractual Remit	Apr-2019
HRPOL 06-F1	Grid of Rates for Incidental Work	Apr-2019
HRPOL 07	Self-Drive	Apr-2019
HRPOL 07-F1	Self-Drive Form	Apr-2019
HRPOL 08	Political Activities by SBC Personnel	Sep-2020
HRPOL 09	COVID-19 Risk Management (Draft)	May-2020
HRPOL 10	Capability	Jun-2020
HRPOL 11	Disciplinary	Jun-2020
HRPOL 14	Overtime	Jul-2020
HRPOL 15	Drugs & Alcohol	May-2021
HRPOL 25	Dress Code for SBC staff at Special Events	Sep-2021

iii. Finance Policies & Procedures

Description		Date Issued
FINPOL 01	Procedures for Asset Write-Off	Feb-2020
FINPOL 01-F1	Asset Write-Off Request Form	Feb-2020

iv. Operations & Technical Procedures & Instructions

	Description	Date Issued
OPSI 01	Audio Levels Standards	Jul-2018
OPSI 02	Workflows and Instructions for Content Management on the DTT Platform	Sep-2019
OPSI 03	Procedures for Transmission Officers for Live Broadcast	Aug-2018
OPSI 04	Recommendations for TV Sets Specifications	Feb-2019
OPSI 05	Video and Audio Standards for Contents Submitted to SBC	Jan-2019
OPSI 06	Outside Broadcast Resource Requirement Form	Jan-2019
OPSI 07	Uploading of Online Content	Aug-2020
OPSI 08	Video Editing Procedure	Aug-2020
OPSI 09	SBC Power Failure	Jul-2019
OPSI 10	Acceptable Use Guidelines for Microsoft OneDrive and Office 365	Apr-2020

17.5 Programme Performance Based Budget Statements

Year 2018

Seychelles Broadcasting Corporation

PPBB Statement on Presentational Basis

Presentational MDAs' budgets were prepared on a programme basis. These MDAs are in transition to full PPBB budgets, which will include a strategic overview for the MDA and performance information by programme.

1. Budget Summary

Consolidated Position SR'000s	2018			2019	2020	
	Total to be Appropriated	Compensation of Employees	Use of Goods and Services	Capital	Forecast	Forecast
P1: Governance Management and Administration	45,290.92	9,240.99	8,712.69	27,337.24	69,497.71	68,959.93
P2: Broadcasting Services	64,102.34	42,776.43	21,325.91	-	64,823.57	65,735.66
Total	109,393.26	52,017.42	30,038.60	27,337.24	134,321.27	134,695.59

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 balanced development of broadcasting on radio and television.

Major Achievements in 2016 and 2017

- Amendments to the SBC Act in April 2017, which revised how appointments to the Board are made, as well as how the Chief Executive Officer (CEO) and Deputy-CEO are appointed. This subsequently ushered in a new SBC Board, and in turn, a new CEO and a Deputy CEO;
- Progress towards Digital Terrestrial TV (DTT) switchover;
- Increase in acquisition of various foreign TV programmes;
- Participating in more road shows and thereby creating more local programmes for radio and television;
- Increase in the ability to broadcast live events; and
- Continuous upgrading in information technology system in order to safeguard and prevent loss of TV and radio programmes.

Current Challenges

- Depleted staffing resources, both in number and calibre, which is impeding the expected improvement in the quality of SBC's outputs, news and local programme production;
- Production of local content in a cost-effective manner;
- Tools and equipment needed to ensure efficient work and processes; and
- A timely and successful rollout of the DTT Project

Strategic Priorities 2018 to 2020

- Moving our Public Broadcaster into the digital media space, thereby helping to assure its long-term relevance and future;
- Successful DTT Rollout, followed by rollout of OTT (Over-The-Top), Mobile and On-Demand Services;
- Digitising SBC’s Archives (both television and radio);
- Commercialising SBC’s local production content and archives, as well as an increase in advertising revenue, to reduce the amount of funding received from the government budget.
- Rationalisation and optimisation of the SBC’s human resources, including to ensure a staff complement that is better prepared for the digital transition and other changes to the broadcasting landscape;
- Increasing the production and quality of news and current affairs programmes;
- Investing in modern broadcast technologies and equipment that will help to improve efficiency, quality and delivery of services, including increasing the SBC’s internet bandwidth capacity.
- Research for, and the development and production of new programme formats. This will include trialling of content-sharing on multi-media platforms, expanding the content-source network and repurposing audio-visual archive materials for use on the digital platform;
- Address unauthorised, and illegal, rebroadcasting of SBC’s programmes;
- Improve SBC’s disaster recovery and business continuity capability; and
- Implementation and Completion of the new SBC Broadcast House project, including relocating the AM Radio Transmitter.

3. Budget Overview

Revenue

Table 1. Revenue

SR'000s	2016		2017		2018	2019	2020
	Estimated	Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Consolidated Fund	129,701.10		86,982.36	86,915.36	109,393.26	134,321.27	134,695.59
Main Appropriation	129,701.10		86,982.36	86,915.36	109,393.26	134,321.27	134,695.59
Total	129,701.10		86,982.36	86,915.36	109,393.26	134,321.27	134,695.59

Consolidated Expenditure Estimates

Table 2. Consolidated expenditure estimates

SR'000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
P1: Governance Management and Administration	19,518.68	25,150.55	24,912.75	45,290.92	69,497.71	68,959.93
P2: Broadcasting Services	110,182.42	61,831.81	62,002.61	64,102.34	64,823.57	65,735.66
Programme Total	129,701.10	86,982.36	86,915.36	109,393.26	134,321.27	134,695.59
Economic Classification						
CURRENT EXPENDITURE	128,686.14	80,982.36	80,915.36	82,056.02	83,309.27	84,519.59
Compensation of Employees	46,481.97	50,943.76	50,876.76	52,017.42	52,970.29	53,846.87
Wages and Salaries in Cash	46,481.97	50,943.76	50,876.76	52,017.42	52,970.29	53,846.87
Wages and Salaries in Kind	-	-	-	-	-	-
Use of Goods and Services	82,204.17	30,038.60	30,038.60	30,038.60	30,338.99	30,672.71
Office Expenses	8,197.86	10,498.71	10,175.16	8,979.38	8,979.30	8,979.30
Transportation and Travel cost	1,973.51	3,255.51	3,229.96	2,115.99	2,115.99	2,115.99
Maintenance and Repairs	1,500.77	1,310.76	1,305.57	1,410.47	1,410.47	1,410.47
Materials and Supplies	399.32	309.53	309.53	328.59	328.59	328.59
Other uses of Goods and Services	27,653.23	12,168.69	12,522.98	11,054.17	11,354.64	11,688.36
Minor Capital Outlays	42,479.48	2,495.40	2,495.40	6,150.00	6,150.00	6,150.00
CAPITAL EXPENDITURE	1,014.96	6,000.00	6,000.00	27,337.24	51,012.00	50,176.00
Non-financial assets	1,014.96	6,000.00	6,000.00	27,337.24	51,012.00	50,176.00
<i>Building and Infrastructure</i>	<i>1,014.96</i>	<i>-</i>	<i>-</i>	<i>27,337.24</i>	<i>51,012.00</i>	<i>50,176.00</i>
<i>Machinery and Equipment</i>	<i>-</i>	<i>6,000.00</i>	<i>6,000.00</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Other Fixed Assets</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
<i>Non-produced Assets</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total	129,701.10	86,982.36	86,915.36	109,393.26	134,321.27	134,695.59

4. Programme Performance

Programme 1: Governance, Management and Administration

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

The programme comprises the following sub-programmes:

- *Sub-programme 1 Finance, Administration and Human Resources*: Manages financial resources according to accounting standards, and provides administrative and human resources support; and
- *Sub-programme 2 Advertising and Business Development*: Collects revenue.

Programme Expenditure

Table 3. Consolidated programme expenditure

SR'000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
SP1: Finance, Administration and Human Resources	18,143.58	23,746.95	23,509.15	43,760.28	67,911.42	67,219.29
SP2: Advertising and Business Development	1,375.10	1,403.60	1,403.60	1,530.64	1,586.29	1,740.64
Programme Total	19,518.68	25,150.55	24,912.75	45,290.92	69,497.71	68,959.93
Economic Classification						
CURRENT EXPENDITURE	18,503.72	19,150.55	18,912.75	17,953.68	18,485.71	18,783.93
Compensation of Employees	8,257.61	9,175.93	9,175.93	9,240.99	9,773.09	10,071.31
Wages and Salaries in Cash	8,257.61	9,175.93	9,175.93	9,240.99	9,773.09	10,071.31
Wages and Salaries in Kind	-	-	-	-	-	-
Use of Goods and Services	10,246.11	9,974.61	9,736.81	8,712.69	8,712.61	8,712.61
Office Expenses	5,759.30	6,457.16	6,688.16	6,308.35	6,308.27	6,308.27
Transportation and Travel cost	676.25	1,982.95	1,539.61	725.07	725.07	725.07
Maintenance and Repairs	195.05	102.03	103.23	183.31	183.31	183.31
Materials and Supplies	119.80	92.86	92.86	98.58	98.58	98.58
Other uses of Goods and Services	3,495.72	1,339.61	1,312.95	1,397.39	1,397.39	1,397.39
Minor Capital Outlays	-	-	-	-	-	-
CAPITAL EXPENDITURE	1,014.96	6,000.00	6,000.00	27,337.24	51,012.00	50,176.00
Non-financial assets	1,014.96	6,000.00	6,000.00	27,337.24	51,012.00	50,176.00
<i>Building and Infrastructure</i>	1,014.96	-	-	27,337.24	51,012.00	50,176.00
<i>Machinery and Equipment</i>	-	6,000.00	6,000.00	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	19,518.68	25,150.55	24,912.75	45,290.92	69,497.71	68,959.93

Main economic classification by sub-programme

SR 000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
SP1: Finance, Administration & Human Resources	18,143.58	23,746.95	23,509.15	43,760.28	67,911.42	67,219.29
Compensation of Employees	6,913.08	7,796.82	7,796.82	7,736.35	8,212.80	8,356.67
Goods and Services	10,215.54	9,950.12	9,712.32	8,686.70	8,686.62	8,686.62
Non-Financial Assets	1,014.96	6,000.00	6,000.00	27,337.24	51,012.00	50,176.00
SP2: Sales & Marketing	1,375.10	1,403.60	1,403.60	1,530.64	1,586.29	1,740.64
Compensation of Employees	1,344.53	1,379.11	1,379.11	1,504.64	1,560.29	1,714.64
Goods and Services	30.57	24.49	24.49	26.00	26.00	26.00
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, and 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. Supports delivery of Programmes onto the multi-media platform.

Programme Expenditure

Table 4. Consolidated expenditure estimates

SR'000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
SP1: News, Current Affairs & Sports	11,031.36	9,332.83	9,401.88	9,079.46	10,316.61	9,569.46
SP2: TV & Radio Programmes	41,843.24	27,432.93	26,226.08	23,609.57	24,686.35	24,503.77
SP3: Technology & Technical Services	57,307.82	25,066.05	26,374.65	31,413.31	29,820.60	31,662.44
Programme Total	110,182.42	61,831.81	62,002.61	64,102.34	64,823.57	65,735.66
Economic Classification						
CURRENT EXPENDITURE	110,182.42	61,831.81	62,002.61	64,102.34	64,823.57	65,735.66
Compensation of Employees	38,224.36	41,767.82	41,700.82	42,776.43	43,197.19	43,775.56
Wages and Salaries in Cash	38,224.36	41,767.82	41,700.82	42,776.43	43,197.19	43,775.56
Wages and Salaries in Kind	-	-	-	-	-	-
Use of Goods and Services	71,958.06	20,063.99	20,301.79	21,325.91	21,626.37	21,960.10
Office Expenses	2,438.56	4,041.54	3,486.99	2,671.03	2,671.03	2,671.03
Transportation and Travel cost	1,297.27	1,272.56	1,690.34	1,390.92	1,390.92	1,390.92
Maintenance and Repairs	1,305.72	1,208.73	1,202.34	1,227.16	1,227.16	1,227.16
Materials and Supplies	279.52	216.67	216.67	230.02	230.02	230.02
Other uses of Goods and Services	24,157.51	10,829.08	11,210.04	9,656.78	9,957.25	10,290.97
Minor Capital Outlays	42,479.48	2,495.40	2,495.40	6,150.00	6,150.00	6,150.00

SR'000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
CAPITAL EXPENDITURE	-	-	-	-	-	-
Non-financial assets	-	-	-	-	-	-
<i>Building and Infrastructure</i>	-	-	-	-	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	110,182.42	61,831.81	62,002.61	64,102.34	64,823.57	65,735.66

Main economic classification by sub-programme

SR 000s	2016	2017		2018	2019	2020
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
SP1: News, Current Affairs & Sports	11,031.36	9,332.83	9,401.88	9,079.46	10,316.61	9,569.46
Compensation of Employees	7,062.09	8,613.52	8,613.52	7,903.10	9,140.25	8,393.10
Goods and Services	3,969.27	719.31	788.36	1,176.36	1,176.36	1,176.36
Non-Financial Assets	-	-	-	-	-	-
SP2: TV & Radio Programmes	41,843.24	27,432.93	26,226.08	23,609.57	24,686.35	24,503.77
Compensation of Employees	13,623.87	17,942.64	15,875.64	15,246.32	16,022.63	15,506.32
Goods and Services	28,219.37	9,490.29	10,350.44	8,363.26	8,663.72	8,997.45
Non-Financial Assets	-	-	-	-	-	-
SP3: Technology & Technical Services	57,307.82	25,066.05	26,374.65	31,413.31	29,820.60	31,662.44
Compensation of Employees	17,538.40	17,211.66	17,211.66	19,627.01	18,034.31	19,876.14
Goods and Services	39,769.42	7,854.39	9,162.99	11,786.30	11,786.30	11,786.30
Non-Financial Assets	-	-	-	-	-	-

Year 2019

Seychelles Broadcasting Corporation

1. Budget Summary

Consolidated Position SR'000s	2019			2020	2021	
	Total to be appropriated	Compensation of employees	Use of Goods and Services	Capital	Forecast	Forecast
P1:Governance Management and Administration	73,060	10,853	16,267	45,940	86,167	103,758
P2:Broadcasting Services	58,251	44,479	13,772	-	58,690	86,530
Total	131,311	55,332	30,039	45,940	144,856	190,289

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 2017 and 2018

- Milestones Progress towards Digital Terrestrial TV (DTT) Switchover
- Milestones Progress towards the Implementation of the new SBC Broadcast House project.
- Relocating of all SBC Staff and operations from Union Vale (to Hermitage HQ)

Current Challenges

- An under-resourced SBC
 - The current level of funding is not enough to enable or sustain SBC's digital transition, nor its expected increase in quality and quantity of programmes
- Insufficient local content to satisfy the public's expectations
- Insufficient content generally to sustain two SBC channels in the DTT era
- A badly planned Digital Terrestrial Television (DTT) Project
 - This includes leaving our broadcast-distribution network in the hands of a third-party, instead of SBC owning its DTT feeds network
- Various staffing-related issues and challenges, which are consequently impeding the expected improvement in the quality of SBC's outputs, particularly news and local programmes production
 - Recruitment and Retention challenges
 - Lack of trained and competent personnel in most functional areas
 - Lethargy and lack of productivity in many areas
- A deteriorating SBC archives
 - SBC's archives, both television and radio, contains significant historic and heritage audio-visual materials. These have been left on tapes in analogue form, and many have deteriorated or damaged
 - Our archives can be a source of very good compelling content, which we can also repurpose and even sell.
- A fast-changing Broadcasting Sector, bringing alternatives to a demanding and sophisticated Seychellois public

- Poor coverage and reception of the AM and FM transmissions
- A broadcaster that is lacking in modern broadcasting tools and infrastructure, and largely remains in the analogue and manual era
 - Old and/or badly maintained infrastructure that poses threats to our ongoing ability to transmit our programs, and to the health, safety and welfare of our staff.
 - Lack of tools and equipment needed to ensure efficient working
 - A cumbersome operation, where workflows and processes are inefficient and often error-prone
- Lack of clear policies and guidelines in various areas, notably in HR, Health & Safety, Studio and On-Air protocols
- Significant risks to manage and mitigate on the SBC House Project
 - This includes ensuring that the contractor’s work are to acceptable standards

Strategic Priorities 2019 to 2021

- Improving the Quality (& Quantity) of SBC’s Outputs
 - a) Increasing the production and quality of Local Content, particularly News and Current Affairs programmes and live outside broadcasts. Will include innovation in news coverage, including in live news-casts, increase in live sports coverage and other live events
 - b) Development for new local programmes formats and production of same, including commissioning of programmes with external providers
 - c) Repurposing our audio-visual archive materials for use on the Digital platform
 - d) Acquisition of more compelling and varied International Contents
- Moving our Public Broadcaster into the digital era, thereby helping to assure its long-term relevance and future.
 - a) Rollout of OTT (Over-The-Top), On-Demand and Mobile Services.
 - b) Digitising SBC’s Archives (Television & Radio).
 - c) Enhancing SBC’s Online Presence (via the SBC Radio Apps, Facebook, Website and other online platforms)
 - d) Ensuring a staffing complement that is better prepared for the Digital transition and other changes to the broadcasting landscape, via a comprehensive Training and Development approach
 - e) Investing in modern broadcast technologies and equipment that will help to improve efficiency, quality and delivery of services.
 - f) Increase in the Internet Bandwidth available to SBC, whilst reducing the cost per MB
- Rationalisation and Optimisation of our Staffing Resource.
- Relocating A.M Radio Transmitter to enable the proper functioning of the new SBC Broadcast House.
- Implementation and Completion of the new SBC Broadcast House project.

3. Budget Overview

Revenue

Table 1. Revenue

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Consolidated Fund	80,471	109,393	91,393	131,311	144,856	190,289
Main appropriation	80,471	109,393	91,393	131,311	144,856	190,289
Total	80,471	109,393	91,393	131,311	144,856	190,289

Consolidated Expenditure Estimates

Table 2. Consolidated expenditure estimates

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
P1:Governance Management and Administration	19,345	45,291	26,628	73,060	86,167	103,758
P2:Broadcasting Services	61,126	64,102	64,766	58,251	58,690	86,530
Programme Total	80,471	109,393	91,393	131,311	144,856	190,289
Economic Classification						
CURRENT EXPENDITURE	80,471	82,056	82,805	85,371	86,501	114,023
Compensation of Employees	49,571	52,017	52,017	55,332	56,132	55,867
Wages and Salaries in Cash	49,571	52,017	52,017	55,332	56,132	55,867
Wages and Salaries in Kind	-	-	-	204	204	204
Use of Goods and Services	30,900	30,039	30,788	30,039	30,369	58,155
Office expenses	9,320	8,979	8,990	8,766	9,100	9,438
Transportation and Travel cost	2,123	2,116	2,129	4,540	4,540	4,540
Maintenance and Repairs	1,561	1,410	1,485	1,481	1,481	1,481
Materials and Supplies	328	329	329	387	387	387
Other uses of Goods and Services	11,219	11,054	11,054	13,435	13,432	13,095
Minor Capital Outlays	6,349	6,150	6,800	1,225	1,225	29,011
CAPITAL EXPENDITURE	-	27,337	8,588	45,940	58,356	76,266
Non-financial assets	-	27,337	8,588	45,940	58,356	76,266
<i>Building and infrastructure</i>	-	27,337	8,588	45,940	58,356	76,266
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	80,471	109,393	91,393	131,311	144,856	190,289

4. Approved New Spending Initiatives

Table 3. New initiatives funded

Programme	Name of new spending initiative	Priority objective	Description and motivation	SR'000s	Funding 2019	Funding 2020	Funding 2021
Technology & 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
				Total	-	-	2,000
			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
				Total	-	-	1,000

Technology & Technical	Acquisition of High-tech Equipment	Ensuring continuity and improvement of the AM Radio Service	Relocation of AM Radio from Union Vale to La Gogue (or other appropriate site) to mitigate interference with New SBC Broadcasting House signals enable a better coverage of AM	PSIP			
				Compensation of Employees			
				Goods and Services			
				Minor Capital Outlays			10,000
				Total	-	-	10,000
Technology & Technical	Acquisition of High-tech Equipment	Improving the Quality (& 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
				Total	-	-	3,850
Technology & Technical	Acquisition of High-tech Equipment (DTT/OTT)	Moving our Public Broadcaster into the digital era. SBC Services Enhancement. e) 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 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 payout for DTT; Streaming server charges	PSIP			
				Compensation of Employees			
				Goods and Services			
				Minor Capital Outlays			10,936
				Total	-	-	10,936

5. Programme Performance

Programme 1: Governance, Management and Administration

The purpose of the programme is to ensure good governance in accordance with 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.

Sub-programme 2 Sales and Marketing: Revenue generation and collection and provide 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 addressing its strategic priorities.

Table 4. Performance measures for programme

Programme 1: Governance, Management and Administration						
Outcome:	Increase the Commercial Sales Revenue					
Contributing indicators	2017		2018	2019	2020	2021
	Target	Actual	Target	Target	Target	Target
Sub-programme 2: Sales and Marketing						
Increase overall sales by 15% over 2018 revenue figures	NA	11,500,000	10%	15%	10%	10%

Programme Expenditure

Table 5. Consolidated expenditure estimates

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
SP1: Finance, Administration & HR	17,874	43,760	25,097	71,162	84,148	101,740
SP2: Sales & Marketing	1,471	1,531	1,531	1,898	2,019	2,019
Programme Total	19,345	45,291	26,628	73,060	86,167	103,758
Economic Classification						
CURRENT EXPENDITURE	19,345	17,954	18,040	27,120	27,811	27,492
Compensation of Employees	9,536	9,241	9,241	10,853	11,211	11,226
Wages and Salaries in Cash	9,536	9,241	9,241	10,853	11,211	11,226
Wages and Salaries in Kind	-	-	-	204	204	204
Use of Goods and Services	9,808	8,713	8,799	16,267	16,600	16,267
Office expenses	6,779	6,308	6,319	5,978	6,311	5,978
Transportation and Travel cost	947	725	725	3,006	3,006	3,006
Maintenance and Repairs	132	183	258	290	290	290
Materials and Supplies	93	99	99	123	123	123
Other uses of Goods and Services	1,857	1,397	1,397	6,666	6,666	6,666
Minor Capital Outlays	-	-	-	-	-	-
CAPITAL EXPENDITURE	-	27,337	8,588	45,940	58,356	76,266
Non-financial assets	-	27,337	8,588	45,940	58,356	76,266
<i>Building and infrastructure</i>	-	27,337	8,588	45,940	58,356	76,266
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	19,345	45,291	26,628	73,060	86,167	103,758

Main economic classification by sub-programme

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
SP1: Finance, Administration & HR	17,874	43,760	25,097	71,162	84,148	101,740
Compensation of Employees	8,089	7,736	7,736	8,982	9,219	9,234
Use of Goods and Services	9,785	8,687	8,773	16,239	16,573	16,239
Non-financial Assets	-	27,337	8,588	45,940	58,356	76,266

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
SP2: Sales & Marketing	1,471	1,531	1,531	1,898	2,019	2,019
Compensation of Employees	1,447	1,505	1,505	1,871	1,991	1,991
Use of Goods and Services	24	26	26	27	27	27
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;
- *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 addressing its strategic priorities.

Table 6. Performance measures for programme

Programme 2: Broadcasting Services						
Outcome:	Improved public and stakeholders perception of SBC services					
Outcome indicator	2017		2018	2019	2020	2021
	Target	Actual	Target	Target	Target	Target
% increase of average positive indicators from Audience Survey compared to previous year's average	NA	NA	NA	10%	10%	10%
Contributing indicators	2017		2018	2019	2020	2021
	Target	Actual	Target	Target	Target	Target
Sub-programme 1: News Current Affairs And Sports						
Increase in the number of current affairs programmes on TV	NA	2	4	5	6	7
Increase in the number of live local sports programmes on TV (on average per month)	NA	TBC	3	3	4	5
Sub-programme 2: TV & Radio Programmes						
Number of hours broadcasting locally produced programmes on SBC1	NA	8,000	10,000	12,000	14,000	16,000
Sub-programme 3: Technology and Technical Services						
Number of Radio Apps Subscribers (Radyo Sesel and Paradise Combined)	NA	NA	4,000	8,000	16,000	20,000

Programme Expenditure

Table 7. Consolidated expenditure estimates

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
Programmes						
SP1:News Current Affairs & Sports	8,877	9,079	9,079	9,788	9,630	9,482
SP2:TV & Radio Programmes	23,258	23,610	23,610	20,910	21,176	20,683
SP3:Technology & Technical Services	28,992	31,413	32,077	27,553	27,883	56,365
Programme Total	61,126	64,102	64,766	58,251	58,690	86,530
Economic Classification						
CURRENT EXPENDITURE	61,126	64,102	64,766	58,251	58,690	86,530
Compensation of Employees	40,035	42,776	42,776	44,479	44,921	44,642
Wages and Salaries in Cash	40,035	42,776	42,776	44,479	44,921	44,642
Wages and Salaries in Kind	-	-	-	-	-	-
Use of Goods and Services	21,092	21,326	21,989	13,772	13,769	41,889
Office expenses	2,541	2,671	2,671	2,789	2,789	3,460
Transportation and Travel cost	1,176	1,391	1,404	1,534	1,534	1,534
Maintenance and Repairs	1,429	1,227	1,227	1,190	1,190	1,190
Materials and Supplies	235	230	230	264	264	264
Other uses of Goods and Services	9,362	9,657	9,657	6,770	6,767	6,429
Minor Capital Outlays	6,349	6,150	6,800	1,225	1,225	29,011
CAPITAL EXPENDITURE	-	-	-	-	-	-
Non-financial assets	-	-	-	-	-	-
<i>Building and infrastructure</i>	-	-	-	-	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	61,126	64,102	64,766	58,251	58,690	86,530

Main economic classification by sub-programme

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
SP1:News Current Affairs & Sports	8,877	9,079	9,079	9,788	9,630	9,482
Compensation of Employees	8,107	7,903	7,903	8,543	8,386	8,238
Use of Goods and Services	770	1,176	1,176	1,244	1,244	1,244
Non-financial Assets	-	-	-	-	-	-
SP2:TV & Radio Programmes	23,258	23,610	23,610	20,910	21,176	20,683
Compensation of Employees	15,043	15,246	15,246	16,521	16,791	16,635
Use of Goods and Services	8,214	8,363	8,363	4,389	4,386	4,048
Non-financial Assets	-	-	-	-	-	-
SP3:Technology & Technical Services	28,992	31,413	32,077	27,553	27,883	56,365
Compensation of Employees	16,884	19,627	19,627	19,415	19,744	19,769
Use of Goods and Services	12,108	11,786	12,450	8,139	8,139	36,596
Non-financial Assets	-	-	-	-	-	-

Year 2020

Seychelles Broadcasting Corporation

1. Budget Summary

Consolidated Position SR'000s	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

Revenue

Table 1. Revenue

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

Consolidated Expenditure Estimates

Table 2. Consolidated expenditure estimates

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
Programmes						
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
Programme Total	84,968	131,311	136,106	267,569	111,856	100,732
Economic Classification						
CURRENT EXPENDITURE	82,640	85,371	90,166	88,226	96,266	100,732
Compensation of Employees	52,005	55,332	58,003	58,086	57,378	57,757
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
Use of Goods and Services	30,635	30,039	32,163	30,140	38,889	42,975
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
CAPITAL EXPENDITURE	2,328	45,940	45,940	179,344	15,590	-
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>	-	-	-	-	-	-
Total	84,968	131,311	136,106	267,569	111,856	100,732

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	-
				Total	-	2,000	-
			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	-
				Total	-	1,000	-
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	-
				Total	-	3,850	-
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
				Total	-	-	10,936

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
SP2: Sales and Marketing						
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
Programmes						
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
Programme Total	26,134	73,060	75,038	206,808	44,527	29,089
Economic Classification						
CURRENT EXPENDITURE	24,381	27,120	29,098	27,464	28,937	29,089
Compensation of Employees	9,862	10,853	13,524	11,904	11,828	11,979
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
Use of Goods and Services	14,519	16,267	15,574	15,561	17,110	17,110
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
CAPITAL EXPENDITURE	1,753	45,940	45,940	179,344	15,590	-
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>	-	-	-	-	-	-
Total	26,134	73,060	75,038	206,808	44,527	29,089

Main economic classification by sub-programme

SR'000s	2018	2019		2020	2021	2022
	Estimated Actual	Budget	Revised Budget	Budget (Amendment)	Forecast	Forecast
SP1: Finance, Administration & HR	24,094	71,162	73,140	203,828	41,507	25,993
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	-
SP2: Sales & Marketing	2,040	1,898	1,898	2,980	3,020	3,096
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
Programmes						
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
Programme Total	58,834	58,251	61,068	60,761	67,329	71,643
Economic Classification						
CURRENT EXPENDITURE	58,259	58,251	61,068	60,761	67,329	71,643
Compensation of Employees	42,144	44,479	44,479	46,182	45,550	45,778
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 Estimated Actual	2019		2020 Budget (Amendment)	2021 Forecast	2022 Forecast
		Budget	Revised Budget			
Use of Goods and Services	16,116	13,772	16,589	14,579	21,779	25,865
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
CAPITAL EXPENDITURE	575	-	-	-	-	-
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>	-	-	-	-	-	-
Total	58,834	58,251	61,068	60,761	67,329	71,643

Main economic classification by sub-programme

SR'000s	2018 Estimated Actual	2019		2020 Budget (Amendment)	2021 Forecast	2022 Forecast
		Budget	Revised Budget			
SP1:News Current Affairs & Sports	9,398	9,788	9,635	9,898	9,633	9,708
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	-	-	-	-	-	-
SP2:TV & Radio Programmes	18,511	20,910	21,091	19,525	19,511	19,587
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	-	-	-	-	-	-
SP3:Technology & Technical Services	30,925	27,553	30,342	31,338	38,186	42,347
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	-	-	-	-	-

Seychelles Broadcasting Corporation

1. Budget Summary

Consolidated Position	2021			2022	2023	
	Total to be appropriated	Compensation of Employees	Use of Goods and Services	Capital	Forecast	Forecast
P1: Governance Management and Administration	64,584	11,153	14,852	38,579	26,521	26,372
P2: Broadcasting Services	67,384	45,327	22,057	-	71,517	60,421
Total	131,968	56,480	36,909	38,579	98,038	86,793

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 2019 and 2020

- Sustained the significant increase in Live Broadcasts, notably the 2019 Indian Ocean Islands Games, TRNUC Sessions, Press Conferences and Elections coverage;
- Increased in-house local programme productions, with addition of new programmes to existing inventory of both television and radio;
- Ensured an impartial and objective coverage of the 2020 Elections;
- Delivered the first-ever Presidential Debates;
- Reinforced SBC's presence on social media and other online platforms; notable increase in subscribers to our YouTube Channel and followers on our Facebook page;
- Issued important Policy and Strategic documents, notably Strategic Plan 2019-2021, the first Editorial Guidelines, Policy for the Procurement and Commissioning of Local Content with external producers;
- Implemented RCS (Automated Scheduling and Playout) and 24-hour broadcasts for Radyo Sesel;
- Identified and mitigated numerous risks on the SBC Broadcast House project;
- Stabilised the Digital Terrestrial TV (DTT) service; and
- Switched-Off the Analogue TV Service.

Current Challenges

- Limited ability to enable or sustain SBC's digital transition, especially the strategically necessary move to OTT, and to increase the quality and quantity of programmes, due to inadequate funding.
- Insufficient local content to satisfy the public's expectations and not enough content generally to sustain three SBC channels in the DTT era;
- Insufficient funding space to attract and retain new talents and skillsets and to allow for succession planning;
- Delayed or stalled projects that were on the 2020 Procurement Plan, notably moving Radyo Sesel onto Frequency Modulation (FM) Frequencies, Radyo Sesel Transmitter Relocation, Archives Digitisation, Human Resources Consultancy and an OTT Service;

- Significant increase in the foreign exchange rates, directly impacting on operating costs, especially in payment of the many licences for DTT and other software, and on SBC's ability to procure sufficient and compelling international programmes;
- Various other platforms offering varied content-consumption options to a demanding and sophisticated Seychellois public.
- Deteriorating SBC archives for both television and radio, which are on tapes in analogue form. The SBC archives contain significant historic and heritage audio-visual material and can be a source of very good, compelling content, which can be repurposed to have many uses, including commercial potential;
- A sub-optimal DTT set-up with ongoing risks, including having 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 medium Wave (AM) and FM transmissions due to equipment working beyond their useful lifespan and/or inability to repair or maintain them;
- An ageing and deteriorating SBC vehicle fleet, incurring increasing defective maintenance costs, and posing a safety and welfare risk to our staff; and
- Delays encountered in the building of the new SBC House.

Strategic Priorities 2021 to 2023

- Improve the quality and audience-appeal of SBC's output by improving the quality and standards of our internal productions, developing new programme formats, repurposing the audio-visual archive materials, acquiring more compelling and varied international content and commissioning more local content from outside producers;
- Reinforce the SBC's role as the 4th Pillar of Democracy and putting more emphasis on our inform and educate mandates, by producing more insightful factual and current affairs programmes;
- Pursue SBC's transition into the digital era by rolling out an Over-The-Top (OTT) streaming and Video-on-Demand service; Digitisation of SBC's Analogue Archives, supported by a modern Media Asset Management (MAM) System; Investing in modern broadcast technologies and equipment, to help assure SBC's long-term relevance;
- Professionalise and optimise our human resources to ensure that SBC has a staff complement that is better prepared to deliver a continually improving service in the new broadcasting and multi-media landscape;
- Revamp and modernise the supporting infrastructure, specifically by completing the relocation and modernisation of the AM Radio Transmitter Infrastructure, upgrading the SBC's FM Transmission set-up and implementing an SBC-owned communication network;
- Reducing SBC's electricity costs by installing Photo-Voltaic panels at our transmission sites and on the New SBC House;
- Maintain oversight of the SBC House Project, including ensuring that risks identified, especially in the MEP (Machinery, Electrical, Plumbing) schedules, are adequately mitigated and finishing works are to acceptable standards;
- Ensure a well-organised and cost-effective transition to the New SBC House;
- Improve SBC's funding situation, including pursuing new Revenue opportunities; and
- Strengthen engagement and collaboration with stakeholders and partners, especially towards ensuring that our nation is better informed and educated on issues relevant to their respective mandates.

3. Budget Overview

Revenue

Table 1. Revenue

SR'000s	2019	2020		2021	2022	2023
	Estimated Actual	Budget (Amendment)	Revised Budget	Budget	Forecast	Forecast
Consolidated Fund	91,879	267,569	249,891	131,968	98,038	86,793
Main appropriation	91,879	267,569	249,891	131,968	98,038	86,793
Total	91,879	267,569	249,891	131,968	98,038	86,793

Consolidated Expenditure Estimates

Table 2. Consolidated expenditure estimates

SR'000s	2019	2020		2021	2022	2023
	Estimated Actual	Budget (Amendment)	Revised Budget	Budget	Forecast	Forecast
Programmes						
P1: Governance Management and Administration	28,925	206,808	186,562	64,584	26,521	26,372
P2: Broadcasting Services	62,954	60,761	63,328	67,384	71,517	60,421
Programme Total	91,879	267,569	249,891	131,968	98,038	86,793
Economic Classification						
CURRENT EXPENDITURE	90,134	88,225	88,225	93,390	98,038	86,793
Compensation of Employees	58,002	58,086	58,086	56,480	56,986	56,678
Wages and Salaries in Cash	58,002	58,086	58,086	56,480	56,986	56,678
Wages and Salaries in Kind	151	120	120	93	90	90
Use of Goods and Services	32,131	30,140	30,140	36,909	41,052	30,115
Office Expenses	11,120	11,895	11,817	12,461	12,635	12,822
Transportation and Travel cost	4,337	1,513	1,556	1,666	1,666	1,666
Maintenance and Repairs	1,991	1,790	1,814	1,823	1,823	1,822
Materials and Supplies	517	447	437	500	500	500
Other uses of Goods and Services	11,998	10,976	10,601	10,816	10,602	10,915
Minor Capital Outlays	2,017	3,400	3,795	9,550	13,736	2,300
CAPITAL EXPENDITURE	1,746	179,344	161,665	38,579	-	-
Non-financial Assets	1,746	179,344	161,665	38,579	-	-
<i>Building and Infrastructure</i>	1,746	179,344	161,665	38,579	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	91,879	267,569	249,891	131,968	98,038	86,793

4. 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 3. Performance measures for programme

P1: Governance Management and Administration						
Outcome:	Increase the Commercial Sales Revenue					
Outcome Indicator	2019		2020	2021	2022	2023
	Target	Actual	Amended Target	Target	Target	Target
SP2: Sales & Marketing						
Annual % increase of sales revenue	15%	13,940,708	5%	8%	10%	10%

Programme Expenditure

Table 4. Consolidated programme expenditure estimates

SR'000s	2019 Estimated Actual	2020 Budget (Amendment)	Revised Budget	2021 Budget	2022 Forecast	2023 Forecast
Programmes						
SP1: Finance, Administration and Human Resources	26,881	203,828	184,335	62,302	24,199	24,045
SP2: Sales and Marketing	2,045	2,980	2,228	2,282	2,322	2,327
Programme Total	28,925	206,808	186,562	64,584	26,521	26,372
Economic Classification						
CURRENT EXPENDITURE	27,180	27,465	24,897	26,006	26,521	26,372
Compensation of Employees	11,129	11,904	11,039	11,153	11,507	11,172
Wages and Salaries in Cash	11,129	11,904	11,039	11,153	11,507	11,172
Wages and Salaries in Kind	151	120	120	93	90	90
Use of Goods and Services	16,051	15,561	13,858	14,852	15,014	15,200
Office Expenses	8,073	8,915	8,898	9,559	9,733	9,919
Transportation and Travel cost	2,610	129	223	180	180	180
Maintenance and Repairs	254	306	226	261	261	261
Materials and Supplies	151	127	62	95	95	95
Other uses of Goods and Services	4,811	5,965	4,330	4,665	4,655	4,655
Minor Capital Outlays	-	-	-	-	-	-

SR'000s	2019 Estimated Actual	2020 Budget (Amendment)	Revised Budget	2021 Budget	2022 Forecast	2023 Forecast
CAPITAL EXPENDITURE	1,746	179,344	161,665	38,579	-	-
Non-financial Assets	1,746	179,344	161,665	38,579	-	-
<i>Building and Infrastructure</i>	1,746	179,344	161,665	38,579	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	28,925	206,808	186,562	64,584	26,521	26,372

Main economic classification by sub-programme

SR'000s	2019 Estimated Actual	2020 Budget (Amendment)	Revised Budget	2021 Budget	2022 Forecast	2023 Forecast
SP1: Finance, Administration and Human Resources	26,881	203,828	184,334	62,302	24,199	24,045
Compensation of Employees	9,111	9,091	8,840	8,897	9,210	8,870
Use of Goods and Services	16,024	15,393	13,829	14,827	14,988	15,175
Non-financial Assets	1,746	179,344	161,665	38,579	-	-
SP2: Sales and Marketing	2,045	2,980	2,228	2,282	2,322	2,327
Compensation of Employees	2,017	2,812	2,198	2,256	2,296	2,301
Use of Goods and Services	27	168	30	26	26	26
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 5. Performance measures for programme

P2:Broadcasting Services						
Outcome: Improved public and stakeholders perception of SBC services						
Outcome indicator	2019		2020	2021	2022	2023
	Target	Actual	Amended Target	Target	Target	Target
1.% increase of Average positive indicators from Audience Survey	10%	N/A	10%	5%	5%	5%
Contributing indicators	2019		2020	2021	2022	2023
	Target	Actual	Amended Target	Target	Target	Target
SP1:News Current Affairs and Sports						
1.Increase in number of Current Affairs Programmes on TV	5	4	4	5	6	6
2.Increase in number of Live Local Sports Programmes on TV (On average per month)	3	3	3	4	5	5
SP2: TV and Radio programmes						
1.Number of hours broadcasting locally produced programmes on SBC1	12,000	11,280	11,000	12,000	13,000	13500
Contributing indicators	2019		2020	2021	2022	2023
	Target	Actual	Amended Target	Target	Target	Target
SP3: Technology and Technical Services						
1.Number of Radio Apps Subscribers (Radyo Sesel & Paradise Combined)	8,000	7307	12,000	14,000	18,000	20,000

Programme Expenditure

Table 6. Consolidated programme expenditure estimates

SR'000s	2019	2020		2021	2022	2023
	Estimated Actual	Budget (Amendment)	Revised Budget	Budget	Forecast	Forecast
Programmes						
SP1:News Current Affairs and Sports	10,581	9,898	10,486	9,715	9,696	9,729
SP2:TV and Radio Programmes	21,661	19,525	20,827	21,151	21,299	21,628
SP3:Technology and Technical Services	30,712	31,338	32,015	36,518	40,522	29,065
Programme Total	62,954	60,761	63,328	67,384	71,517	60,421

SR'000s	2019	2020		2021	2022	2023
	Estimated Actual	Budget (Amendment)	Revised Budget	Budget	Forecast	Forecast
Economic Classification						
CURRENT EXPENDITURE	62,954	60,761	63,328	67,384	71,517	60,421
Compensation of Employees	46,874	46,182	47,047	45,327	45,479	45,506
Wages and Salaries in Cash	46,874	46,182	47,047	45,327	45,479	45,506
Wages and Salaries in Kind	-	-	-	-	-	-
Use of Goods and Services	16,080	14,579	16,281	22,057	26,038	14,915
Office Expenses	3,047	2,980	2,919	2,903	2,903	2,903
Transportation and Travel cost	1,727	1,384	1,333	1,486	1,486	1,486
Maintenance and Repairs	1,737	1,484	1,588	1,561	1,561	1,560
Materials and Supplies	366	320	375	405	405	405
Other uses of Goods and Services	7,187	5,011	6,271	6,152	5,947	6,261
Minor Capital Outlays	2,017	3,400	3,795	9,550	13,736	2,300
CAPITAL EXPENDITURE	-	-	-	-	-	-
Non-financial Assets	-	-	-	-	-	-
<i>Building and Infrastructure</i>	-	-	-	-	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
Total	62,954	60,761	63,328	67,384	71,517	60,421

Main economic classification by sub-programme

SR'000s	2019	2020		2021	2022	2023
	Estimated Actual	Budget (Amendment)	Revised Budget	Budget	Forecast	Forecast
SP1:News Current Affairs and Sports	10,581	9,898	10,486	9,715	9,696	9,729
Compensation of Employees	9,484	8,704	9,364	8,591	8,573	8,605
Use of Goods and Services	1,097	1,194	1,122	1,124	1,124	1,124
Non-financial Assets	-	-	-	-	-	-
SP2:TV and Radio Programmes	21,661	19,525	20,827	21,151	21,299	21,628
Compensation of Employees	16,779	16,272	16,217	17,027	17,130	17,145
Use of Goods and Services	4,881	3,252	4,610	4,124	4,169	4,483
Non-financial Assets	-	-	-	-	-	-
SP3:Technology and Technical Services	30,712	31,338	32,015	36,518	40,522	29,065
Compensation of Employees	20,611	21,207	21,466	19,709	19,777	19,757
Use of Goods and Services	10,102	10,132	10,550	16,809	20,745	9,308
Non-financial Assets	-	-	-	-	-	-



Seychelles Broadcasting Corporation
Hermitage
P.O Box 321
Victoria
Seychelles

Phone: 4289 600
website: www.sbc.sc



Radio Apps