



# **SEYCHELLES BROADCASTING CORPORATION**

Programme Performance Based Budget Statements

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
<b>Consolidated Fund</b>	<b>80,471</b>	<b>109,393</b>	<b>91,393</b>	<b>131,311</b>	<b>144,856</b>	<b>190,289</b>
Main appropriation	80,471	109,393	91,393	131,311	144,856	190,289
<b>Total</b>	<b>80,471</b>	<b>109,393</b>	<b>91,393</b>	<b>131,311</b>	<b>144,856</b>	<b>190,289</b>

## Consolidated Expenditure Estimates

**Table 2. Consolidated expenditure estimates**

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>Programmes</b>						
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
<b>Programme Total</b>	<b>80,471</b>	<b>109,393</b>	<b>91,393</b>	<b>131,311</b>	<b>144,856</b>	<b>190,289</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>80,471</b>	<b>82,056</b>	<b>82,805</b>	<b>85,371</b>	<b>86,501</b>	<b>114,023</b>
<b>Compensation of Employees</b>	<b>49,571</b>	<b>52,017</b>	<b>52,017</b>	<b>55,332</b>	<b>56,132</b>	<b>55,867</b>
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
<b>Use of Goods and Services</b>	<b>30,900</b>	<b>30,039</b>	<b>30,788</b>	<b>30,039</b>	<b>30,369</b>	<b>58,155</b>
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
<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>27,337</b>	<b>8,588</b>	<b>45,940</b>	<b>58,356</b>	<b>76,266</b>
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>	-	-	-	-	-	-
<b>Total</b>	<b>80,471</b>	<b>109,393</b>	<b>91,393</b>	<b>131,311</b>	<b>144,856</b>	<b>190,289</b>

## 4. Approved New Spending Initiatives

**Table 3. New initiatives funded**

Programme	Name of new spending initiative	Priority objective	Description and motivation	SR'000s	Funding 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
				<b>Total</b>	-	-	<b>2,000</b>
			Transfer analogue tapes onto digital format to make significant historic and heritage material accessible and stop degradation of content.	PSIP			
				Compensation of Employees			
				Goods and Services			
				Minor Capital Outlays			1,000
				<b>Total</b>	-	-	<b>1,000</b>

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
				<b>Total</b>	-	-	<b>10,000</b>
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
				<b>Total</b>	-	-	<b>3,850</b>
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 playout for DTT; Streaming server charges	PSIP			
				Compensation of Employees			
				Goods and Services			
				Minor Capital Outlays			10,936
				<b>Total</b>	-	-	<b>10,936</b>

## 5. Programme Performance

### Programme 1: Governance, Management and Administration

The purpose of the programme is to ensure good governance in accordance with 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
<b>Sub-programme 2: Sales and Marketing</b>						
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
<b>Programmes</b>						
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
<b>Programme Total</b>	<b>19,345</b>	<b>45,291</b>	<b>26,628</b>	<b>73,060</b>	<b>86,167</b>	<b>103,758</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>19,345</b>	<b>17,954</b>	<b>18,040</b>	<b>27,120</b>	<b>27,811</b>	<b>27,492</b>
<b>Compensation of Employees</b>	<b>9,536</b>	<b>9,241</b>	<b>9,241</b>	<b>10,853</b>	<b>11,211</b>	<b>11,226</b>
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
<b>Use of Goods and Services</b>	<b>9,808</b>	<b>8,713</b>	<b>8,799</b>	<b>16,267</b>	<b>16,600</b>	<b>16,267</b>
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	-	-	-	-	-	-
<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>27,337</b>	<b>8,588</b>	<b>45,940</b>	<b>58,356</b>	<b>76,266</b>
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>	-	-	-	-	-	-
<b>Total</b>	<b>19,345</b>	<b>45,291</b>	<b>26,628</b>	<b>73,060</b>	<b>86,167</b>	<b>103,758</b>

**Main economic classification by sub-programme**

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>SP1: Finance, Administration &amp; HR</b>	<b>17,874</b>	<b>43,760</b>	<b>25,097</b>	<b>71,162</b>	<b>84,148</b>	<b>101,740</b>
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
<b>SP2:Sales &amp; Marketing</b>	<b>1,471</b>	<b>1,531</b>	<b>1,531</b>	<b>1,898</b>	<b>2,019</b>	<b>2,019</b>
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
<b>Programmes</b>						
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
<b>Programme Total</b>	<b>61,126</b>	<b>64,102</b>	<b>64,766</b>	<b>58,251</b>	<b>58,690</b>	<b>86,530</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>61,126</b>	<b>64,102</b>	<b>64,766</b>	<b>58,251</b>	<b>58,690</b>	<b>86,530</b>
<b>Compensation of Employees</b>	<b>40,035</b>	<b>42,776</b>	<b>42,776</b>	<b>44,479</b>	<b>44,921</b>	<b>44,642</b>
Wages and Salaries in Cash	40,035	42,776	42,776	44,479	44,921	44,642
Wages and Salaries in Kind	-	-	-	-	-	-
<b>Use of Goods and Services</b>	<b>21,092</b>	<b>21,326</b>	<b>21,989</b>	<b>13,772</b>	<b>13,769</b>	<b>41,889</b>
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
<b>CAPITAL EXPENDITURE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Non-financial assets	-	-	-	-	-	-
<i>Building and infrastructure</i>	-	-	-	-	-	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>61,126</b>	<b>64,102</b>	<b>64,766</b>	<b>58,251</b>	<b>58,690</b>	<b>86,530</b>

## Main economic classification by sub-programme

SR'000s	2017	2018		2019	2020	2021
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>SP1:News Current Affairs &amp; Sports</b>	<b>8,877</b>	<b>9,079</b>	<b>9,079</b>	<b>9,788</b>	<b>9,630</b>	<b>9,482</b>
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	-	-	-	-	-	-
<b>SP2:TV &amp; Radio Programmes</b>	<b>23,258</b>	<b>23,610</b>	<b>23,610</b>	<b>20,910</b>	<b>21,176</b>	<b>20,683</b>
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	-	-	-	-	-	-
<b>SP3:Technology &amp; Technical Services</b>	<b>28,992</b>	<b>31,413</b>	<b>32,077</b>	<b>27,553</b>	<b>27,883</b>	<b>56,365</b>
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	-	-	-	-	-	-



