



# Annual Report 2023

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# Chairman's Statement

The days of only one television channel for a few hours a day and movies on hired DVDs have been consigned to history. Today, through internet connectivity, we are deluged with radio and TV content from the remotest corners of the world on all manner of subjects; wars, storms, sports, drama, politics, lifestyle and many more, are all played out in our bedrooms, our living rooms and on the go in real time or played back at our convenience.

It is a given that any broadcaster that does not evolve and adapt to this massive transformation of the media landscape will, in a very short time, also be consigned to history, no matter the quality of the content it produces.

One of the SBC's eight strategic priorities for the period 2022-2024 has been to continue to move the Corporation into the digital era, something we have not fallen short on. A major achievement in 2023 has been the commissioning of a beta version of the OTT service, set to eventually replace linear TV. The SBC's presence on other platforms has continued to be a hit with our audience, and notably with the Seychellois diaspora. Facebook, Instagram, and YouTube have all seen a massive surge in subscribers, with the SBC's YouTube channel recording close to a 40% increase from 2022 to 2023.

These platforms, current and future, are merely means of conveyance of content to the audience. It is often said in broadcasting that 'Content is King'; the SBC's number one strategic priority under its strategic plan is "to improve the quality and audience-appeal of the SBC's outputs". The SBC's outputs need to fill the niche not covered by the likes of Netflix, BBC, CNN and other international media outlets. During the year, the Corporation produced 2,696 local news reports, 60 News Extra programmes and a whole gamut of local programmes covering over 40,000 minutes of local content. Added to this were 18,000 minutes of local radio programmes.

Throughout the barrage of local and international content available to consumers, the veracity and accuracy of these content has become concerning as the volume of deliberate fake content has surged and may even have surpassed the credible ones.

**It is through such credible local content, unavailable on the international outlets, that the SBC remains the "go to" source of credible local information, education and entertainment.**

Whilst certain programmes may be as relevant today as it is next week or next month, some content have a very short shelf life, and some have more relevance when transmitted in real time. As such, the number of live broadcasts has significantly increased in 2023, notably the extensive coverage of the Indian Ocean Island Games in Madagascar, the National Day Celebrations, high profile funerals and events, as well as on site coverage of international events such as the UN COP 28 in the UAE and Air Seychelles' Inaugural flight to Colombo. The double disasters of 6th and 7th December were also extensively covered, with the SBC remaining the main source of information for the public during the State of Emergency and during the subsequent recovery period.

Behind the scenes of the programmes that the SBC has delivered and the engagement that it continues to enjoy with its audience is the work of the over 200 members of staff.

Staff, who have for the last 4 years been awaiting with much anticipation to move out of the cramped and dilapidated premises into the new SBC House, which will provide significantly improved working environment and equipment. This project has been the single biggest capital project in the history of broadcasting in Seychelles, has also consumed a lot of effort on the team involved and, despite the delays, will hopefully be commissioned in 2024/2025.

Staff, who despite their best efforts to support democracy and act in a fair and just manner without interference of any other body, as they are mandated to do, are constantly harassed, pressured and accused of being biased, but have nevertheless, with the support of the Board, and senior management, stood firm and continued to perform their duties.

Staff, who have remained loyal to the SBC despite being constantly attracted to move to other organizations, private and public, because the Corporation is government-budget dependent and cannot offer them packages that are as attractive as others are offering.



**Photo:** Chairman Lafortune honours Pat Mathiot, Head of Learning, Quality Control, and Archiving, for his 45-year career at the Long Service Awards.



I do believe, however, that there is still room to rationalise the staffing components of the SBC through outsourcing services such as transportation, security, cleaning, and technical elements. This would free the Corporation to focus on its core mandate. Whilst some efforts have been made in this direction in 2023, this must continue.

The SBC's operational budget of SR95million for 2023 was complemented by a SR14million revenue generated principally from advertising. It is to be noted that, from a budget of SR77million in 2016 to SR95million in 2023, the budget in 2023 has fallen behind inflation rates. **This means that the Corporation has been managing to do more with less.** Nevertheless, Improving the SBC's financial situation remains a strategic objective. Key endeavours include rationalizing staff resources and boosting revenue through advertising and content monetization

As had also been endorsed by the National Assembly and Cabinet of Ministers, during engagements the SBC has had with these institutions, the move to the new premises will also create opportunities to generate revenue by renting out facilities such as studios, the auditorium, and the concourse for events. This will help alleviate some of the financial burden of maintaining the new facility from the public purse.

Financial statements for the SBC have been prepared internally for each financial year, including 2023. The duty to audit the accounts of the Corporation, however, rests with the office of the Auditor General. Auditing of the accounts remains outstanding for the years 2022 and 2023 and, whilst this is not a responsibility that rests on the Corporation, the lack of audited accounts for two consecutive years is of concern.

The new Board, which had been appointed in June 2022, settled down into their roles during the year and have provided the necessary guidance to the management and have always stood firm in upholding the principles stipulated in the SBC Act, as the Corporation navigates the ever-changing landscape of broadcasting and the increasing demands and expectations of stakeholders.

With the exposure of our audience to external and high-quality content, delivered as and when needed, we at the SBC have to continue to up our game to remain relevant and to remain loyal to our mandate.

We must and will continue to innovate and deliver better quality content to serve the public that funds our operations.

I take this opportunity to thank all the staff and the Board for their contributions towards the Corporation during 2023 and look forward to an exciting year ahead, as we reinforce the SBC as the "go to" source of credible, informative and educational content that serves the Seychellois public locally and globally.

A handwritten signature in black ink, reading 'Gérard Lafortune'.

**Gérard Lafortune**

Chairman of the SBC Board



# CEO's Report

Producing programmes for our audience is the *raison d'être* of the SBC. It is important, therefore, that we keep a continual finger on the pulse of our audience to obtain their views, especially on where we could do better. Our annual surveys serve as an essential tool for such engagement.

The feedback from the audience survey conducted in early 2023 was largely positive in all areas, with over 80% of respondents expressing that they were either 'very satisfied or satisfied with the work that the SBC is doing'.

I begin my report with this encouraging news, not to craft a public relations statement, but to offer some context.

The 2023 survey was a stark contrast to the 2022 audience survey where the feedback was largely negative. Yet, both served to spur us to do better. The highlights and achievements under *Our Content* and *Online Platforms* sections of this report show that we have strived to do better in 2023.

'The work that the SBC is doing' has different meanings to the different sections of our society.

This annual report, through its various sections gives a good *'compte rendu'* for our stakeholders, be it our audiences, civil society partners or public service entities.

In their comments, respondents to the 2023 survey identified several areas for further improvements with more local news items in the bulletins, more in-depth reporting, an increase in local TV programmes and less technical issues as the most recurring feedback.

We have taken these feedback on board and are striving to improve.

Indeed, we can and must do much more for our audiences, stakeholders, and the public we serve.

We fully understand our public service mandates. Our Visions and Strategic Priorities, depicted on page 7, summarises what we seek to achieve to better deliver on our mandates.

Like all best laid plans, however, the challenge is in the execution. The PPBB (Budget) Statement in the appendix outlines some of these challenges in achieving our goals.

The challenging realities of managing our National Broadcaster sharply contrast with the 'PR' headline at the start of my report and the many accomplishments highlighted in this Annual Report.

A pertinent example is our comprehensive and successful coverage of the Indian Ocean Island Games (IOIG) in Madagascar. As our article on page 12 indicates, we delivered the most comprehensive and, arguably, the best-ever coverage on these games to date. However, when we requested funding for the IOIG coverage, under the premise that these costs were over and above our recurrent annual expenditures, the feedback received was to fund them using 'savings' from our current budget allocation

This, and other instances of *'robbing Peter to pay Paul'*, is further underscored by the unprecedented number of virements to reallocate funding to urgent areas, as we continuously struggled to pay for even our recurring expenditures.

Our report under *Finance* underlines a situation of creeping costs, whether for electricity, internet-based services or the maintenance of our fleet.

Whilst we were able to pursue a few key strategic projects in 2022, thanks to an unprecedented increase in the Goods and Service budget allocation for 2021 and 2022, the 2023 funding reverted to pre-2021 levels, making it difficult to even sustain our basic operations.

We had to, once again, delve into our revenue to pay for much needed urgent items that could not be funded from the state's budget allocation. Consequently, our capacity to acquire high-quality programmes, which is the primary goal of our revenue, was once again compromised.

The graph on page 36 shows what we have spent with our revenue.

For 2023, we maintained a revenue level comparable to 2022, despite what we know to be an ongoing and inevitable decline in traditional advertising income. This achievement is thanks to our news and content producers, who strive to make our contents appealing for our audiences, thereby attracting advertisers. Additionally, our sales and marketing team deserves recognition for their relentless efforts with advertisers and sponsors of our programmes.

Our revenue is under threat, however, as traditional income sources, namely advertising and sponsorship, continue to decline. New revenue sources must be found. Especially as the State's allocation to the national broadcaster will invariably increase for the transition to the SBC house and the upkeep of this new facility.

The SBC's OTT project, one of our strategies for additional revenue generation, did not materialise in 2023. The project encountered many technical difficulties and financial constraints in 2023.





**Photo:** CEO conducts Microsoft 365 interactive training session for team leaders to drive productivity and collaboration.

The ongoing delay in completing the new SBC House further accentuated a year of frustration in advancing our strategic goals of modernising our facilities and services.

Salvaging our audio-visual archives remains a strategic priority, although it has endured setbacks due to insufficient funding. While the SBC received some funding for digitising its archives in 2021, no funds were allocated in 2022 and 2023. Despite being unable to advance bulk digitisation, we made significant progress in 2023 towards indexing our audio-visual assets and securing what we have digitised so far.

In 2023, we saw the graduation of the first cohort for the Diploma in Journalism at the University of Seychelles. The SBC was and remain a committed partner in this endeavour.

Sadly, we also noted a very low enrolment for the next cohort of the Diploma in Journalism course.

2023 was also punctuated with the departure of several qualified journalists.

The SBC has and will continue to be a training ground for journalists and other media practitioners. Regardless of the ongoing impact on our staffing retention, we are proud of this undertaking as part of our inferred mandate to further the development of the media in our country.

The number, quality, and commitment of journalists pursuing a career in the Seychelles media are concerning and pose a significant risk to the future of the profession. This situation is already affecting our ability to deliver quality news and current affairs reporting. All stakeholders must be engaged and proactive in reversing this troubling decline.

2023 saw Seychelles drop from the 13th place it gained in 2022 in the World Press Freedom index to 35th. A decline in media freedom benefits no one in a healthy democracy.

In May 2023, the SBC hosted a panel discussion with local media practitioners for the World Press Freedom Day. The remarks that our Chairman delivered to this forum is reproduced on page 63 and gives an excellent context to this issue.

We revamped our SBC website in 2023 to better showcase what we produce and to keep our public informed on all that we do. We are proud of the public documents thereon which are helping to ensure we remain an example of transparency and accountability within the public service.

As our primary mandate is to inform and educate, whilst leading the 4th pillar of our democracy, we must be exemplary in being transparent and accountable.

I am, therefore, pleased to see the 2023 Annual Report added to our growing online repository of public documents.

To our staff, the people who make the SBC work, thank you for your contributions in 2023, and often under stressful circumstances.

The challenging, and often thankless, task of transforming our National Broadcaster continues.

**To be of better service to the public that we serve** must be our guiding principle, regardless of positive or negative feedback.

To our stakeholders who understand and are encouraging us, we thank you for your support and collaboration in 2023.

I reiterate the statement that I made in the National Assembly in November 2023 for the 2024 budget defence; **“We can do better, together.”**

**Bérard Duprès**  
Chief Executive Officer



# About Us



**Photos** (from the Top - left to right): 1. The Marketing and Multimedia team represented SBC at the CWS 130th Anniversary Festival. 2. TV Producer Rodney Maria leads studio discussions from Seychelles on Indian Ocean Island Games volleyball matches. 3. Journalist Julio Moustache doing a 'piece to camera' outside the Cascade community Centre in the aftermath of the CCCL explosion. 4. Camera Operator Vanessa Isaac covering the 'Around Seychelles in 18 Bays' event. 5. Journalist Abigail Hoareau interviews Seychelles-based artist Alessandra Azais at the opening of her art exhibition. 6. SBC honoured its female employees with a tea party for International Women's Day.



# About Us

## Constitutional Mandate

The SBC is guided by Article 168 of the Constitution of Seychelles which makes provision for a State-funded but Independent broadcasting corporation:

- *The State shall ensure that all broadcasting media which it owns or controls or which receive a contribution from the public fund are so constituted and managed that they may operate independently of the State and of the political or other influence of other bodies, persons or political parties.*
- *For the purposes of clause (1), the broadcasting media referred to in that clause shall, subject to this Constitution and any other law, afford opportunities and facilities for the presentation of divergent views.*

## The SBC Act

The SBC Act of 2011 established the SBC as an independent corporate body, governed by a Board of Directors appointed by the President. The 2011 Act also repealed the previous SBC Act of 1992.

In 2017, amendments to the Act changed the process for appointing board members.

The SBC was created to operate independently of political parties and other external influences, in order to preserve media freedom, ensure balanced broadcasting development, and improve journalistic standards.

## Our Mandate

Our mandate 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 of Seychelles.

## Our Vision

Our vision is to be:

- Valued and respected as the National Broadcaster
- Modern, agile and innovative
- A premier employer and investor in skills and talents

## STRATEGIC PRIORITIES 2022 - 2024





## Our Locations

We have three locations from which we operate:

The main office, located in Hermitage, houses the majority of the staff and serves as the hub for all of SBC's broadcasting services, featuring all TV and radio studios.

The Inner Island office, situated in the Pension Fund Complex at Grand Anse Praslin, is integral to our outreach efforts on the inner islands.

Finally, our Sales Office is located on the first floor of Kanna Mall in the centre of Victoria, where our staff prepare daily announcements and messages for Radyo Sesel, and manage the distribution and sales of set-top boxes.

### External Stations

The SBC has 17 transmitters stations located on Mahé.

These are found at Anse Soleil, Bel Ombre, Le Niolle, Machabee, Anse Faure, Fairy Land, Les Canelles, 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.

SBC also has one transmitter station on Ste Anne island.

## Our Services

### Television

We operate three local TV channels.



SBC1 is the flagship channel catering for all of the SBC's mandates and genres and providing first runs for most programmes.



SBC2 is dedicated to archived programmes and live broadcasts, notably of the National Assembly sessions and live sports, such as the Premier League.



SBC3 is an adhoc channel used as and when there are overlapping of live broadcasts. The National Assembly sessions are also rebroadcast in entirety on SBC3 over the weekend.

### International Channels



We also rebroadcast a selection of free-to-air international television channels, offering viewers a rich and culturally varied viewing experience.

Our lineup includes lifestyle channel TV5 Lifestyle, children's channel TiViKids, generalist international channel TV5 Monde Afrique, as well as other globally recognised news sources, namely Al Jazeera, Deutsche Welle, CGTN News, CGTN Français, and France 24.

Through this comprehensive and culturally-diverse programming, we strive to deliver an enriching viewing experience for our audience.

### Radio

We have two radio stations *Radyo Sesel* and *Paradise FM*.

These two stations are also available on our DTT service, on the SBC Radio app and as an additional audio channel on local commercial television platforms.

Available on the following frequencies:

- St Louis – 99.4 MHz
- Anse Soleil – 94.2 MHz
- Baie Ste Anne – 106.6 MHz
- Fairyland – 91.5 MHz

Available on the following frequencies:

- St Louis – 93.6 MHz
- Anse Soleil – 92.6 MHz
- Pointe Cabris – 100.8 MHz
- Fairyland – 93.0 MHz

### Digital



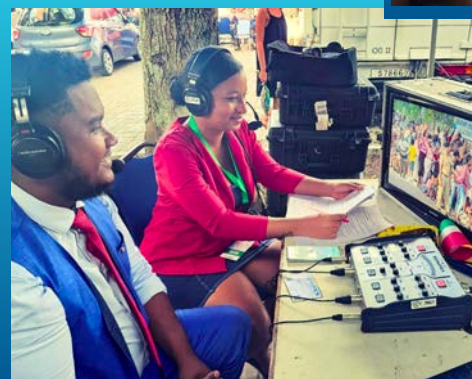
In 2023, we launched the 'SBC Radio' app, which consolidated the functionalities of the Radyo Sesel and Paradise FM apps into a single digital audio platform.

This merger streamlined the user experience and provided a more cohesive service.

We also maintained a strong and growing presence on other digital platforms, including our website, Facebook, and YouTube, while also refreshing our LinkedIn and Instagram profiles.



# Our Content



**Photos** (from the Top - left to right): 1. Presenters Sylvie Ah-Time and Carol Andriamaro as they usher in the return of the revamped 'Bonzour Sesel.' 2. (Insert) Sylvie with guests during a Topik *Konversasyon* interview. 3. TV Producers Barbara Hoareau and Clifford Alexis presenting the 10th edition of *The Office Choir: Sing for Charity* programme. 4. (Centre) Journalist Angela Rachel reporting from Plaisance School which had been converted into an emergency centre during the double disasters on the 7th December. 5. Paradise FM presenter Fatima 'Queenly' Traore in a post-interview photo with adorable triplets born in 2023 and their parents. 6. Tresa Bastienne & Julio Moustache commenting on the National Day parade. 7. SBC radio team and technical crew ahead of the live coverage of the 2023 National Day parade.

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## News & Current Affairs

2023 was an extremely challenging year for our News team, compounded with the Head of News, Current Affairs and Sports being on medical leave for over half of the year. Regardless, the team, under the guidance of the Chief Editor, delivered valuably.

The newsroom produced a total of 2470 reportages in creole for the 8pm news bulletin on television, which is the same number aired on radio. An additional 226 reportages came from the Inner Islands office, bringing the total to around 2696 Creole reportages for the year, averaging about 7 reportages daily.

In addition to these, the newsroom also produced shorter English and French news summaries, which highlighted the top stories of the day. These summaries are broadcast on television during weekdays, but not on weekends.

The newsroom also produced English and French news summaries for radio. This reflects our effort to valorise all three of Seychelles' national languages: English, French, and Creole.

There were also 60 News Extra Programmes, representing an average of 5 per month, and 8 Gran Reportaz as part of our extended coverage and current affairs strategy.

## Key Achievements & Highlights

- The Newsroom spearheaded a televised panel discussion to commemorate World Press Freedom Day in May. Centered around the UN theme, "Shaping a Future of Rights: Freedom of Expression as a Driver for All Other Human Rights," the event was moderated by journalist Michelle Murray and featured a panel of experts. The engaging dialogue highlighted the most pressing issues concerning freedom of expression vis-à-vis human rights and challenges faced by journalists locally,
- In 2023, the Seychelles mourned the loss of two prominent religious figures. Archbishop Emeritus French Chang-Him, a highly respected leader within the Anglican Church, and Father Gustave Lafortune, a beloved Catholic priest, passed away. We played a pivotal role in delivering comprehensive tributes to these two beloved sons of Seychelles. Our newsroom led live broadcasts of both funeral services, ensuring that the public could participate and pay their respects. Additionally, we created in-depth profiles of these religious leaders, highlighting their pioneering contributions that extended well beyond their respective faiths into the national sphere.
- A team of two journalists and a camera operator were in Dubai, UAE, to cover the 28th United Nations Climate Change Conference (COP 28). The team focused on the Seychelles delegation, their contributions to the negotiations, and the country's unique challenges as a small island developing state (SIDS) facing the impacts of climate change. The coverage provided valuable insights to the public about the global efforts to address climate change and the specific implications for Seychelles.
- Journalist Shelda Commetant and Technical Operator Trevor Uzice were on board Air Seychelles' first direct flight to Sri Lanka in June. This historic moment for our national carrier was uniquely witnessed and reported to our audience. An extended report of this trip aired in August.

**Photo:** The panelists on set during the televised discussion, on 4th of May, to commemorate World Press Freedom day.





**Photo:** Journalist Shirley Lesperance and Camera Operator Carlos Marie during live coverage of the funeral service of Archbishop Emeritus French Chang-Him.

## Sports

The year presented challenges but also opened new opportunities for the Sports team. With the departure of the Principal for Sports, the section operated under the guidance of an acting Principal,

Despite being a smaller team, we leveraged our strengths and laboriously navigated through a very busy year.

The team's commitment to delivering sports coverage has ensured that SBC's audience remain informed and entertained.

## Key Achievements & Highlights

- Indian Ocean Island Games (IOIG)

The 11th edition of the IOIG was held in Madagascar from 23rd August to 3rd September.

With a team of 22 including 3 Sports Journalists, we provided a comprehensive multi-platform coverage of the 17-sporting events.

From the inaugural football match to the grand closing ceremony, we aired an average of 10 hours of live competition daily, complemented by human interest stories, and a special sports magazine recap show.

Our team's achievements included producing an average of four daily reports, which were featured in our news bulletins and sports news.

Some of the local stories which made headlines and attracted reactions nationwide were:

- Extensive court trial coverage of Sherlytine Ernesta's murder
- Bomb threat detected on an Aeroflot flight at the Pointe Larue International Airport
- Reports of mistreatment of foreign workers
- Infant found abandoned in a dumpster at Roche Caiman
- Violent murder of Castello Beach Hotel owner
- SPTC transitioning to a cashless system
- 7th December explosion at CCCL

We also provided live updates during Bonzour Sesel and evening updates outside our regular news cycle. Additionally, we delivered 14 live radio commentaries and over 25 live television broadcasts across various sports, including football, handball, volleyball, boxing and weightlifting.

As an active member of the Association of Radio and Television Organisations of the Indian Ocean (ARTOI), we were responsible for providing live coverage of boxing and kickboxing events. Our team successfully set up operations at the Amphithéâtre CCI Ivato and ensured comprehensive coverage of both events.

Despite challenges such as reliance on partner broadcasters for French commentaries and occasional technical difficulties impacting the viewing experience, the overall coverage received positive feedback. Our team's dedication and hard work showcased the SBC's commitment to delivering high-quality sports content to its audience.

- Coverage of live sporting events

Our sports team provided comprehensive coverage of a diverse range of live sporting events throughout the year, capturing the excitement and intensity of competitions such as the 'Push the Limit' challenge, where Frederick Ladouceur-Despeville paddled around Mahé in a kayak in a single day on the 11th November.

We also covered the 3-nation beach soccer tournament from the 23rd June to the final on the 28th June, and the Volleyball Federation Cup finals in July.



**Photo:** Part of the SBC team in Madagascar, who delivered a commendable multi-platform coverage of the 11th edition of the Indian Ocean Island Games.



## TV Programmes

In the face of a challenging year, our TV Programmes section emerged resilient and accomplished notable achievements and contributions.

Locally, we covered a substantial number of live events, showcasing our commitment to capturing the pulse of our community.

In-House, we produced 23 local programmes, including mainstays like *Bonzour Sesel*, *Lopinyon* and *Zil Pros an Mouvman*.

The cumulative duration of these programmes reached 11,678 minutes. With *Bonzour Sesel*, this comes up to a total of 40,718 minutes of local content.

## Key Achievements & Highlights

- A pivotal moment was our active involvement in the Indian Ocean Island Games (IOIG), where we navigated the complexities of live sports coverage and related content.
- Additionally, we embraced a new frontier by participating in the live TV5 Monde telethon "La Piste De La Francophonie" for the first time, a venture that proved both challenging and enlightening, enriching our team's experience in live production internationally. During a 52-minute segment, SBC highlighted Seychelles' contributions to environmental protection and climate action. The programme featured reports, discussions with relevant guests (scientists, artists, politicians), and artistic performances.

- *Bonzour Sesel* refreshed its show in March, unveiling a revamped line-up and new look. Significant changes included live news presentations, zumba workouts, morning meal preps, and viewer-contributed photos. The show's set shifted to a physical space with a view from our balcony, creating a cozy, modern living room vibe. The revamp, a year-long team effort involved collaboration across TV Production, Marketing, Support Services, Engineering, and News.
- We completed the filming on several major productions and successfully wrapped up the recording of the highly anticipated reality series, 'Knock-Out'; known for its fun-filled and dynamic entertainment.
- We provided comprehensive coverage of various events that had been disrupted or scaled down during the COVID-19 pandemic. In 2023, we were dedicated to capturing the essence of these gatherings, such as *Festival Kreol*, *Miss Regatta* and *Concours d'Expression Orale*. Through our broadcasts, we reconnected the community and highlighted the vibrant cultural tapestry of our country.
- Our team also prepared extensively for the live coverage of the 5th edition of the *Paradise FM Music Awards*, incorporating new elements to enhance the viewing experience.

**Photo:** Marie-Claude d'Unienville on the set with her co-host Mohamed Kaci and guest Joe Samy during TV5 Monde's *La Piste de la Francophonie pour la Planète*.



## Radio Programmes

The radio programmes team delivered another successful year, notably by actively contributing to events coverage. Recognising radio's role in informing, influencing, and connecting communities, the team focused on creating diverse content, from documentaries to entertainment, to resonate with our audience and fulfill SBC's mission.

The local programme season officially kicked off in March with the return of Magazin Sports. However, Saturday Sports had resumed earlier in February to align with local sporting schedules.

In 2023, our producers were tasked with specific production quotas outlined in their performance contracts. Our radio team delivered 135 hours of content across Radyo Sesel and Paradise FM including additional ad-hoc productions against a 174-hour target.

## Key Achievements & Highlights

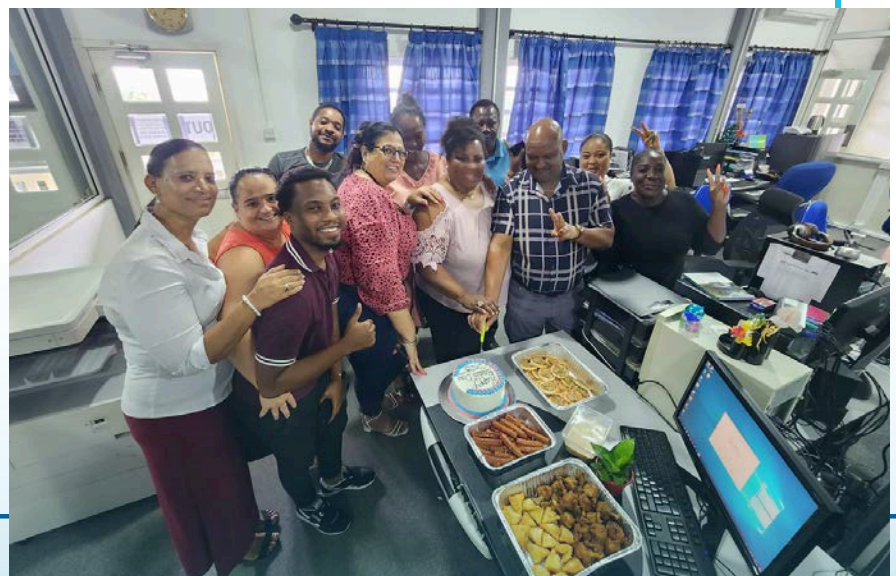
Radyo Sesel changed its weekday evening programming to improve the listening experience. After decades in the 6:30pm slot, the "Announcements and Messages" segment was split into two parts. From September, personal messages and general announcements started airing at 5:30pm during the Lanbyans Tropical Show, while obituaries remained at 6:30pm. Previously, "Announcements and Messages" often overlapped into other shows, but this adjustment provides relevant information to listeners earlier without having to sit through the full cycle.

Following the explosion incident at CCCL and the adverse weather conditions in the North of Mahe on the 6th December, the SBC's Paradise FM Awards, which were originally scheduled for 7th December 2023 was forced to be rescheduled for January 2024. Despite having everything in place and ready to roll out, the unforeseen circumstances necessitated this difficult decision to ensure the safety and well-being of all participants and attendees and in solidarity with the affected. Moreover, the country was also in a national state of emergency that day.

The key achievements in 2023 were:

- Despite the absence of a radio personality in Madagascar, the radio team in Seychelles kept the listeners informed about the Indian Ocean Games. The radio coverage included 48 WhatsApp audio and video clips that we repurposed, 14 Live Radio commentaries, and, in one case, we used the same commentary as was being broadcast on TV.
- Radio Producers, Chantal Barbé and Carol Nicette contributed content for the ARTOI TV Magazine in April, with one item featured in the December 'La Piste de La Francophonie' marathon that featured Seychelles. The marathon was presented by radio personality Marie Claude D'Unienville.
- June was a particularly busy month for our radio team. In addition to the regular live commentary schedule of national day events, we provided extensive coverage for several high-profile events. These included the funeral of Archbishop Emeritus French Chang-Him, the opening of St. Mary's Hospital on La Digue, and the innovative "Around Seychelles in 18 Bays" broadcast, which saw three radio producers spending the entire day at sea to deliver live reports.
- We maintained the synergy between our radio and television sections. Chantal Barbé and Julian Basset collaborated on a special TV programme produced for La Francophonie in early 2023. Radio presenter Fatima Traoré also participated in the end-of-year countdown as the TV show's presenter.
- Our Radio Team was actively involved in maintaining consistency in phone-in reporting on events around the country. The goal was to keep our listeners informed about current happenings and allow them to be part of the events. This initiative aligned with the producers' objectives and enriched our content with valuable live updates. Most of the reports were assigned to Radyo Sesel and Paradise FM producers with a total of 66 phone-ins.

**Photo:** The Radio Production team held a small gathering to mark World Radio Day 2023





## Coverage of the Double Disasters of the 7th of December

On the 7th of December, Seychelles was shaken by two major disasters: an explosion at the CCCL explosives depot in Providence and severe flooding and landslides in the northern regions of Mahé.

The SBC was quick to respond to the crisis and provide live coverage and updates to the public across all of our platforms.

The explosion, which was heard and felt across the east coast, caused massive damage and panic in the surrounding areas. We aired breaking news alerts and an impromptu interview with the Commissioner of Police, Ted Barbé, who gave an overview of the situation, rescue operations and security measures. The interview, conducted by Carol Andriamaro on the set of Bonzour Sesel, was aired simultaneously on both radio stations, Radyo Sesel and Paradise FM.

We also featured the first images from the vicinity of the explosion, including some from our colleagues. These were supplemented by footage captured by our own crew, who arrived at the scene shortly after the incident.

Meanwhile, the heavy rains that had been pouring since the previous day (December 6th) had caused widespread flooding, landslides and much destructions in the northern regions of Mahé, especially in Beau Vallon.

Earlier that evening, we shared initial images of the flooding on our Facebook page, unaware that it would later claim the lives of three of our compatriots.

Throughout the day, we continued to broadcast special news bulletins and updates, featuring exclusive interviews with eyewitnesses, survivors, first responders, volunteers and government officials.

We also aired a live statement from President Wavel Ramkalawan, who had declared a state of emergency to facilitate the work of the emergency services and relayed the messages of condolences and solidarity from the President and international leaders.

In the aftermath of the two disasters, we continued to follow up with several reports examining the damages and the reparations, as well as the impact on the residents, the economy, and the communities.

These reports also served a crucial role as a watchdog, holding the authorities accountable for their actions and responses.

Amidst this, we continued to highlight the stories of resilience and solidarity among the people of Seychelles, who were helping each other and supporting the victims and their families well into the new year.

In a spirit of solidarity and support, our staff, management, and Board members contributed to a disaster fund to assist affected colleagues and their families. The fund raised SR24,538, which was equally distributed among the nine affected staff members.

Beyond the coverage of the disasters, our festive season programming was also affected. The fifth edition of the 'Paradise FM Music Awards', scheduled for that evening, was cancelled and postponed to January 26, 2024, at Berjaya Beau Vallon Bay Hotel.

As a sign of respect and sympathy for the victims and their families, the recording of the final episode of the TV show, 'Office Choir: Sing for Charity' was also postponed. The television show, which was marking its 10-year milestone, was aired on Christmas day and the results on the 31st of December.

Overall, our coverage of the disasters demonstrated our dedication and professionalism as the nation's broadcaster.

Consequently, several international news agencies requested footage from SBC to use in their own reports.

**Photo:** SBC TV Producer Julianne Auguste speaking about the damages to her home following the CCCL explosion.



**Photo:** Drone shot capturing the landslide damage at Bel Ombre caused by heavy rains.



**Photo:** Drone shot showing damage caused by the CCCL explosion



## Media Asset Management

The Archiving team is responsible for cataloguing and preserving the SBC's audiovisual productions, ensuring that stakeholders, both in-house and external, can access and make use of our precious audio-visual heritage.

To better align with our digital convergence strategy and to optimize the use of our digitized audiovisual assets, the Archiving unit was renamed the Media Asset Management unit in 2023.

This new name more accurately reflects the team's expanded role in safeguarding and managing our digitized audiovisual assets.

It also signaled our intent to transition away from managing analogue archives, once they have all been digitized.

Regrettably, by the end of 2023, approximately 50% of our archives were still in analogue form.

Due to fungal infections affecting the recording mediums, namely the tapes, there is an urgent need to salvage these invaluable assets

### Digitisation

In 2023, the team digitised 3,377 tapes in-house with the help of a retired employee who worked part-time.

There was no funding to send physical assets abroad for digitisation, unlike the previous year.

### Indexing

In 2023, the indexing process continued as the team organised and categorised digital assets with relevant metadata such as keywords, descriptions, dates, and other pertinent information. This allowed users to quickly locate and access the digital assets they needed. The team worked through a backlog of news items from 2012 to 2019, clearing content up to 2015 with the help of a retired colleague. Staff continued indexing digital assets over weekends in the latter half of the year.

Nonetheless, a significant backlog of national productions, sports events, and National Assembly sessions remained to be completed at the end of 2023.

### Long-term digital storage

We also acquired Linear Tape Open (LTO) technology - a scalable, adaptable open tape format for storing less-used digitised materials long-term. T

he Archiware P5 Archive software is used to archive and restore the content.

The archiving team received training on how to use the LTO system.

Staff started uploading videos and indexing the material using the metadata form.

### Audio Materials

A project to ensure a comprehensive inventory of the SBC's audio archives was completed in March 2023.

The inventory covered all local programmes, which are on tapes and stored at a few locations.

The major challenge now is to convert these into digital format

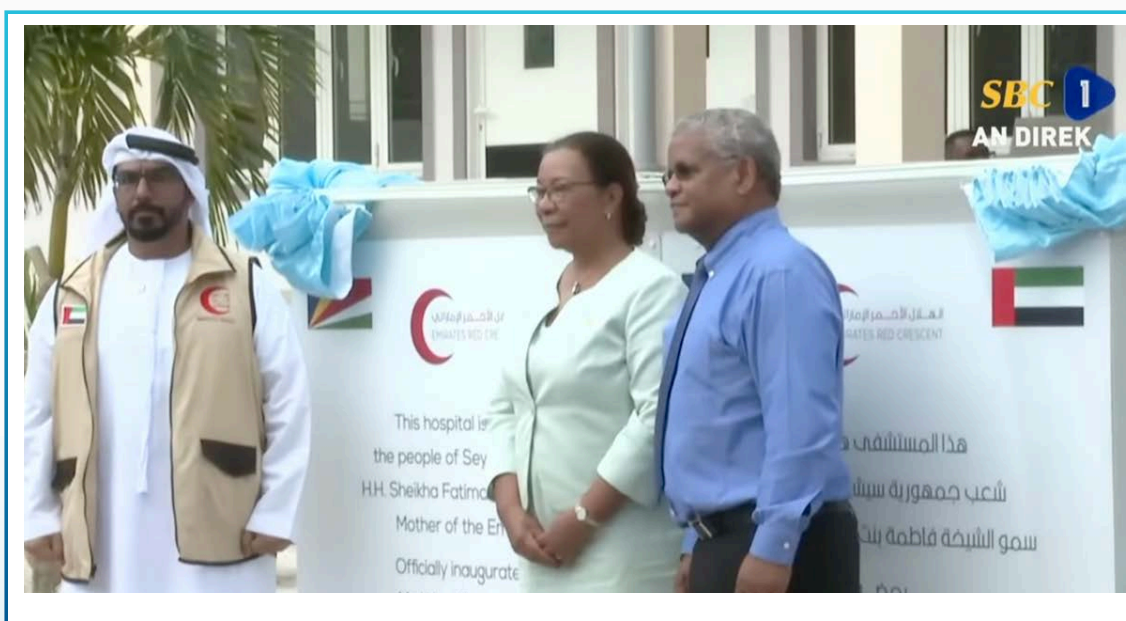
### Metadata

Metadata is crucial for audiovisual assets in the digital era. It enhances discoverability, cataloguing and accessibility. Having metadata allows for efficient searching, categorization and retrieval of content, ensuring that valuable information is easily accessible to both creators and users

To prepare for our upcoming OTT service, the team introduced a more detailed metadata form, which will be used to provide viewers with useful information on the programmes in our online video catalogue.

Three part-time students assisted by viewing past programmes.

For newly broadcast programmes, the respective producers and journalists are responsible for filling out the form.



**Photo:** The live inauguration of St. Mary's Hospital on La Digue in June 2023, which was broadcast on SBC1, is among the national productions to be indexed and digitally archived.



## Quality Control & Standards

Addressing complaints from our stakeholders and investigating audience-impacting incidents are crucial to our commitment to *Accountability* and *Continuous Improvements*.

In 2023, we reinforced and restructured the Learning and Standards unit to better support this commitment.

The team have continued to pursue their thorough investigations of Complaints received and Audience-Impacting incidents reported.

If and where we have found that the SBC has indeed caused harm or offence, through lapses in Editorial and Journalistic standards, we have apologised and/or sought to redress.

Probing Complaints has been a useful tool in ensuring that we maintain and improve on our Editorial standards.

Likewise, our investigations into audience-impacting incidents have uncovered numerous areas for improvement and generated many recommendations, all aimed at enhancing the quality of the programmes that we offer our audience.

One of the key aims of the restructure of the Learning and Standards unit is to move from a reactive approach to how we address issues that affect our audiences and stakeholders, to a more proactive and preventive quality and standards management.

Quality Control & Standards investigations statistics				
	2020	2021	2022	2023
Audience-impacting incidents investigated	56	33	40	31
Complaints reported & investigated	43	33	21	25

**TABLE** Statistical Overview of Quality Control and Standards over the years

Summary of Complaints lodged in 2023	
Factually incorrect or incomplete information	7
Biased or unfair reporting	4
Misrepresentation	3
Others	11
<b>TOTAL number of complaints received</b>	<b>25</b>

**TABLE** Breakdown of Complaints by category in 2023

Audience-impacting issues reported in 2023	
Issues which affected the broadcast of the newscasts	8
On-air errors in Sports news	5
Deficient audio quality and/or no audio	5
Radio news – files not played or wrongly labelled, lateness of news reader, no news due to no news reader	3
Deficient image quality	2
Delayed start to live event	2
Late start of newscast	1
Failure to deploy important equipment for live event	1
Others	4
<b>TOTAL number of incidents logged</b>	<b>31</b>

**TABLE** A breakdown of the audience-impacting issues that came up in 2023



# Online Platforms



**Photos (from the Top - left to right):** 1. SBC staff came together for a group photo that was shared on our Social media platforms as a way of showing support towards Autism Awareness month & Autism Seychelles. 2. (Insert) Promotional poster for SBC Radio app, following the merger of the Radyo Sesel and Paradise FM applications into one App. 3. Husna Marguerite recording her story for the Facebook festive season series, Santa's Adventures in Seychelles. 4. Centre) A pug shines in the Pets Photography campaign on Instagram. 5. SBC was Awarded Third Place for our Facebook Entry in the Cancer Concern Photography competition. 6. The members of the Fathers Association at the International Men's Day event covered by the Multimedia Team. 7. A short documentary produced by the Multimedia Team and the Ministry of Social Affairs which gave a glimpse into the lives of the formerly homeless.

18 Facebook

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19 Website

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## Facebook

In 2023, our Facebook page continued to thrive as one of the most popular pages in Seychelles thanks to our engagement and responsiveness.

By December 2023, our Facebook page had over 65,000 dedicated followers. We saw major increases in engagement and reach, with over 1 million visits, 5 million people reached, and nearly 50,000 interactions.

With 306 published posts spanning video, photos and more, our page provided a vibrant platform for information, creativity, and community engagement in 2023.

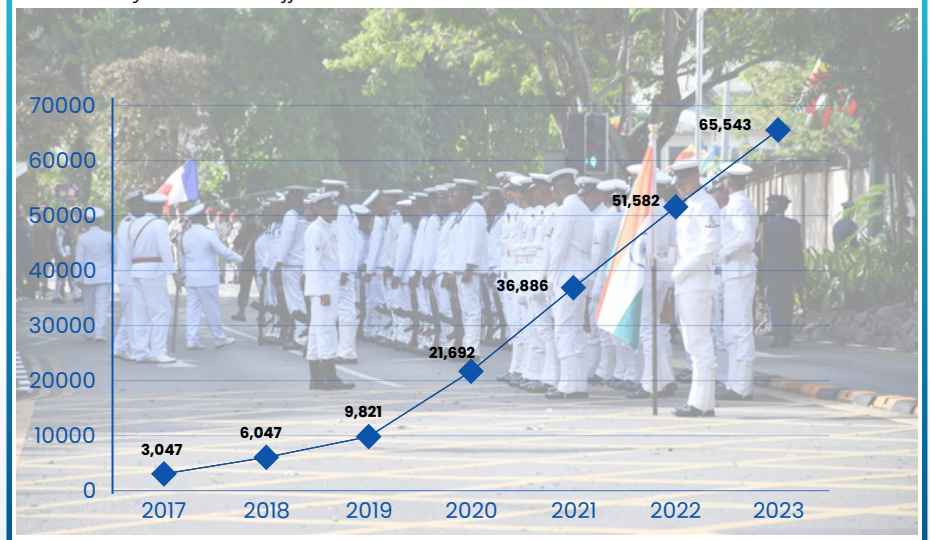
This extended reach allowed us to touch more lives, share vital information, and celebrate the spirit of the Seychelles. The SBC Facebook page witnessed an impressive 48.5k content interactions. This figure aligns with industry standards, demonstrating our ability to engage our audience effectively.

## Key Achievements & Highlights

- During the Indian Ocean Islands Games (IOIG), the biggest sporting manifestation in the region, SBC's Facebook page emerged as the go-to source for results, live updates, reactions and notifications related to the games. Our multimedia team worked closely with their colleagues in Madagascar to keep the public informed about all the exciting happenings.
- We hosted a number of engaging Facebook Live events throughout the year, including coverage of the Seychelles Marathon, Festival Creole, National Day parade, Around Seychelles in 18 Bays, End of year countdown and the creole festival. Coverage of these events fostered deeper connections with our audience.

- Our Multimedia team consistently pushed boundaries of content creation in 2023. During the festive season, they embarked on a delightful project: animated children's stories. Collaborating with young authors, the team invited children to write captivating tales centred around the theme of 'Santa's Adventures in Seychelles.' These budding storytellers narrated their imaginative tales, and our Multimedia team harnessed the power of generative Artificial Intelligence (AI) to bring these stories to life through animation. The collection of enchanting videos resonated with the public who eagerly followed Santa's escapades against the backdrop of our beautiful Seychelles.
- We collaborated with ministries and departments to create three compelling short form documentaries, which premiered on Facebook. We marked the 10th anniversary of the 'Night Shelter' by showcasing the success stories of 3 past participants of the facility; marked World's Down Syndrome Day and for Labour Day showcased the situation of the disabled in employment.
- For the second consecutive year, the Multimedia team reintroduced creole riddles under the 'zedmo' series to celebrate Creole Festival throughout October. The audience enthusiastically participated in this cultural endeavour.
- Beyond content consumption, our Facebook page served as a window into our world. We invited our audience behind the scenes of our programmes, revealing the magic that happens off-camera and off-mic. Whether it was capturing the hustle of news reporting, the camaraderie during live broadcasts, or the dedication of our teams, viewers gained a deeper appreciation for our work. This transparency not only fostered a sense of connection but also contributed to boosting our corporate image. By showcasing our commitment, values, and the faces behind the screens, we reinforced trust and authenticity.

**Photo:** A scene from the National Day Parade showing the Indian Navy platoon, shared on Facebook by Multimedia Officer Annabelle Denis.



**GRAPH** Growth in Facebook followers from 2017 to December 2023

## Instagram



*Photo: Poster inviting Facebook followers to be part of SBC's growing community on Instagram.*

With the success of our Facebook presence, and realising that Instagram was the preferred platform for millennials and Gen Z, we reactivated our Instagram account with a renewed purpose - to captivate the attention of younger generations.

Our strategy focused on promoting SBC services. Whether sharing news updates, cultural events, community happenings, or island life snippets, each post aimed to integrate SBC into the fabric of Seychellois life.

## Key Achievements & Highlights

We orchestrated festive cheer on Instagram. First, a Christmas song competition promoted the holiday spirit. Simultaneously, we launched a Pets Photography campaign where the community shared their beloved companions, transforming the feed into a heartwarming menagerie.

In 2023, our Instagram account saw a surge in interest, with 3,880 profile visits - a remarkable 474% increase over the previous year. While followers only reached 1,352 by December, it marked a modest yet promising start.

More than numbers, each follower represented a potential viewer, a participant in SBC's unfolding narrative.

## Website

On the 27th February 2023, we unveiled a redesigned website that reflects the latest international trends by media organisations.

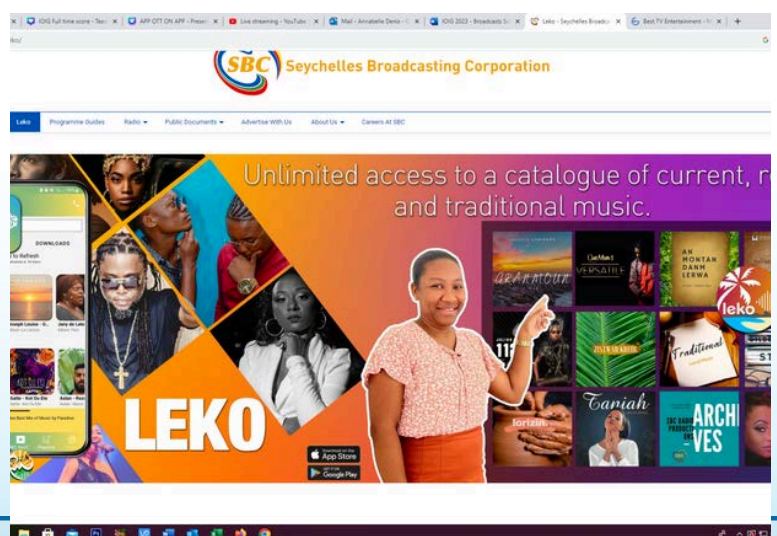
This overhaul also aimed to streamline user access to SBC services and provide a more seamless browsing experience.

## Key Features

- User-Friendly Navigation and Enhanced Content - The revamped website features new templates and content that were previously unavailable. Gone are the days of landing pages and redirects; now, users can easily navigate through the site to access its features and services. The addition of a carousel for TV promos on the homepage added a dynamic touch to promote upcoming programmes, complementing social media efforts.
- News Highlights and Strategic Partnerships - A significant change was replacing Seychelles News Agency articles with our own News reports on the homepage. While maintaining a valuable partnership with the News Agency, we ensured that local news remain at the forefront of our online presence. Moreover, the strategic decision to discontinue the 'Watch Live' feature aligns with our strategy to redirect focus toward live-streaming and catch-up television services through OTT platforms.
- Seamless Integration of SBC Products and Services - The website redesign facilitated a cohesive link between SBC's core offerings and promotional endeavors. From showcasing the latest products like 'Leko' to providing access to rate cards for advertisers, the platform serves as a gateway to explore the diverse facets of SBC's services portfolio. Banner photos have been updated across various pages, enhancing visual appeal and user engagement.
- Radio Station Enhancements - While the 'Listen Live' feature remained a prominent feature on our website, following the revamp each radio station boasted a dedicated page with live players, show schedules, and weekly updates on programming.
- Proactive Access to Information - Our commitment to proactive information dissemination is evident in the reorganised layout of public documents for easy access and download. Visitors can preview documents before downloading, enhancing user convenience.

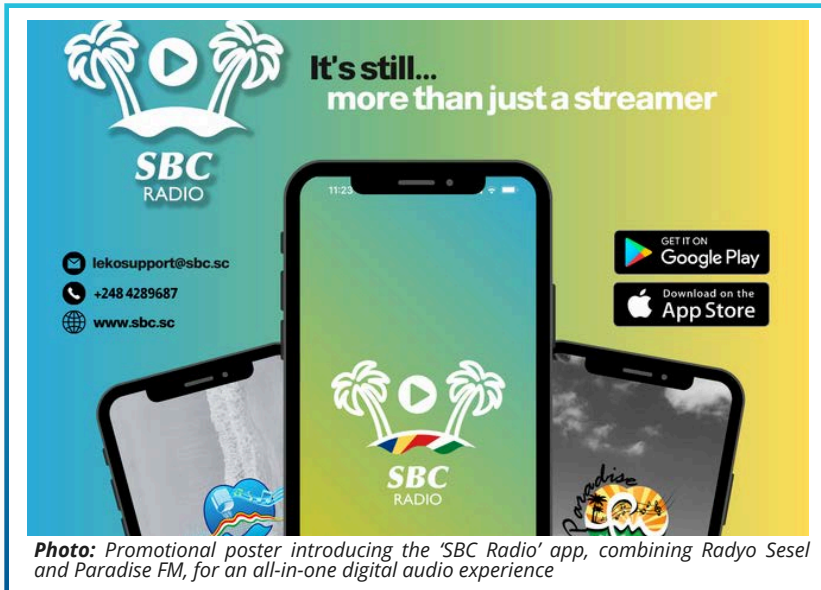
In 2023, our website remained a central hub for the public to engage with our services, stay informed on news highlights, and explore a spectrum of multimedia offerings.

*Photo: Screenshot of the 'Leko' webpage on the revamped SBC website.*





## Radio App



**Photo:** Promotional poster introducing the 'SBC Radio' app, combining Radyo Sesel and Paradise FM, for an all-in-one digital audio experience

In June 18th, 2023, we unveiled the 'SBC Radio' app, consolidating the functionalities of the Radyo Sesel and Paradise FM apps into a single digital audio platform. This merger aimed to streamline user experience and provide a cohesive service.

Existing profiles from Radyo Sesel and Paradise FM apps were seamlessly transferred to the SBC Radio app, ensuring a smooth transition for users. The app now offers enhanced control features, allowing listeners to filter podcasts by category, access favorite contents, and create personalized playlists.

By merging the two radio stations into one platform, SBC Radio now serves as a unified hub for our diverse audience, both locally and internationally. This consolidation has opened new pathways for service improvement and content delivery to cater to both loyal and new listeners.

While the SBC Radio app remains free for all users, access to the premium Audio-on-Demand service, Leko, requires a subscription.

Despite maintaining a steady user base, subscription revenue fell short of expectations in 2023, prompting continued marketing efforts to broaden the user base and raise product awareness.

## Key Achievements & Highlights

Through collaborations like the one with SACS, artists are expected to benefit from royalty revenue generated by Leko streams, underscoring SBC's commitment to supporting Seychellois music. Despite a minor revenue reduction, investments in audio-on-demand services remain a priority to the SBC for delivering high-value contents.

By the end of 2023, SBC Radio App boasted 17,000 registered users, with livestream interactions doubling to 3 million. These metrics highlight our app's increasing popularity, showcasing its potential for further growth and success.



Scan this QR code or click on the links to download the SBC Radio App

## LinkedIn

With increasing interest in SBC activities across various social media platforms, we strategically revitalised our LinkedIn presence. This additional channel allowed us to expand our professional networks and connect with a targeted audience.

## Key Achievements & Highlights

Our LinkedIn page served as a platform to showcase our achievements, milestones, and success stories. As we continued collaborating with local and international partners, it became a valuable resource for potential clients and partners seeking information about us.

We effectively utilised the page to advertise job openings and engage with potential employees. Job seekers often research companies on LinkedIn, and our page provided insights into our work culture, community involvement, and staff profiles, making it an attractive window for top talent.

We shared diverse content that consistently garnered likes, comments, and shares. Regular updates and timely responses contributed to steady growth in followers and engagement throughout 2023.

Looking ahead, we aim to explore new formats on our LinkedIn page to further enhance our reach and foster meaningful connections.

## YouTube Channel

Our YouTube channel experienced remarkable growth throughout 2023, building upon the successes of previous years.

Over the course of the year, we published an impressive 1903 videos - a combination of uploads and livestreams. These videos amassed 3.6 million views, marking an 800,000 increase from 2022. This viewership surge was complemented by a substantial 595.4K hours of watch time, more than doubling the previous year's growth rate.

Our channel's ability to captivate and retain an audience was further highlighted by a notable addition of 9.3K subscribers - more than doubling the growth rate compared to 2022.

With 36,555 subscribers at year-end, our YouTube channel was among the most followed in the Seychelles. Our channel's diverse content and effective engagement strategies have been key drivers of our sustained growth and reach on the platform.

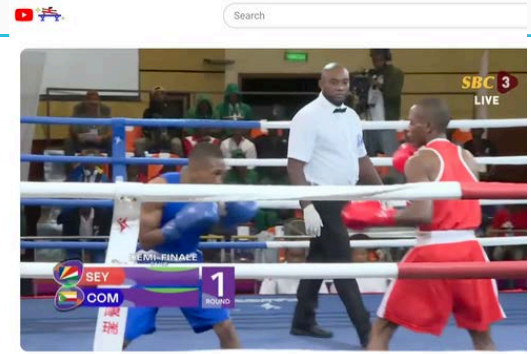
## Key Achievements & Highlights

Our content strategy aligned perfectly with major national events in June, including the 30th anniversary of Seychelles' third Republic and the 47th anniversary of Independence. Several of these events were live-streamed or uploaded to our YouTube channel, including the first-ever Seychelles National Awards ceremony.

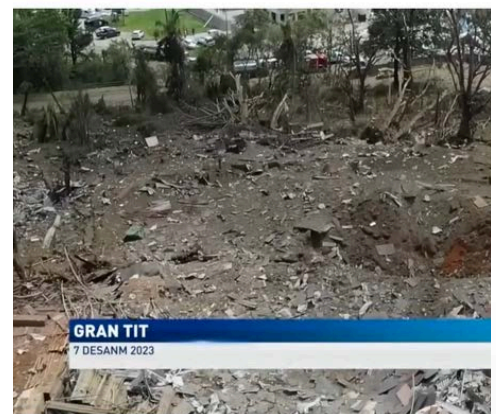
Viewership peaked in September 2023 during the Indian Ocean Island Games, for which we live-streamed 53 events across various disciplines. This strategic decision to cover even non-Seychelles matches paid off, with the Mauritius vs. La Reunion semi-final football match alone attracting 56K views - the highest viewership of any 2023 video on the channel.

## Future Outlook

In 2023, we also took an important step into the OTT environment, setting up a beta version of the SBC TV App to allow live streaming of our television channels. This initiative took off in collaboration with Uniqcast an OTT solutions provider. With the introduction of our OTT service, we will need to reassess the role of our YouTube channel as a catch-up service and explore how YouTube can better complement and support SBC's ongoing transition to online and on-demand services

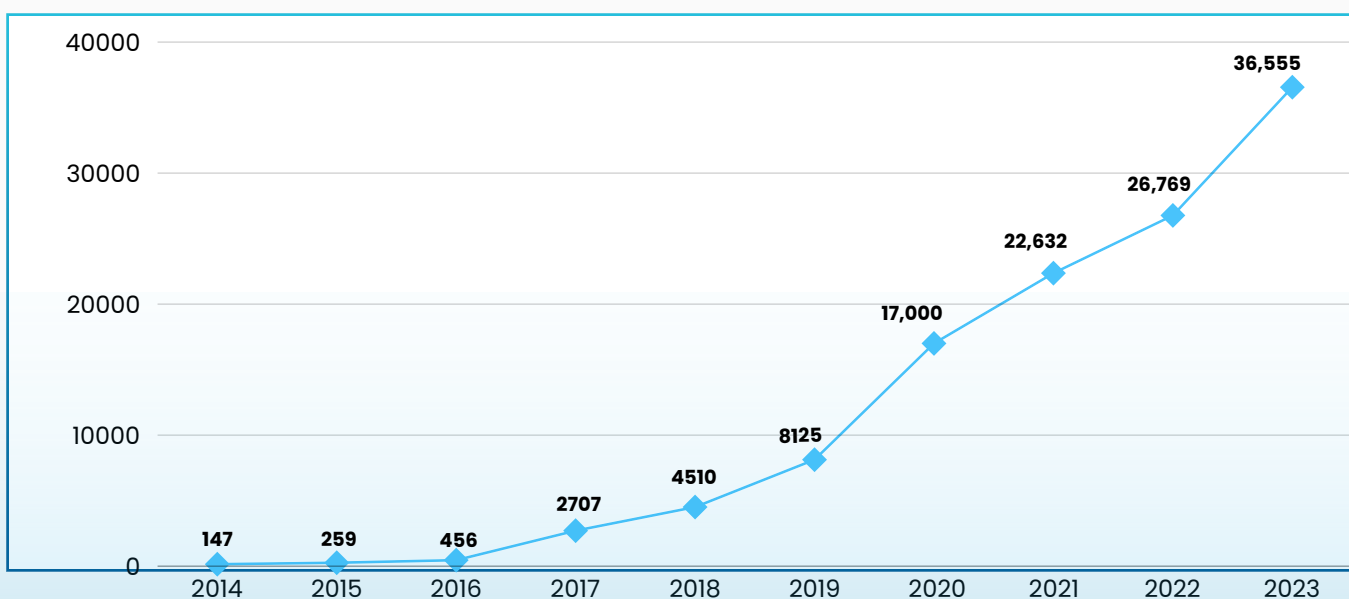


SBC | IOIG LIVE - BOXING - 28.08.2023



1.m News 07-12-2023

**Photo (from the top):** 1. Boxing matches were among the 53 live-streamed events during the 11th Indian Ocean Island Games held in Madagascar. 2. The special news bulletins and updates following the 7th December disasters were also live-streamed on SBC's YouTube channel.



**GRAPH** Growth in YouTube subscribers from 2014 to 2023



# Engineering & Technology



**Photos** (from Top- left to right): 1. Antonio Priščan and Stjepan Milos from UniqaCast holding a knowledge transfer session on the OTT system. 2. Senior Executives and Line Managers had the opportunity to visit the SBC House building site in February. 3. (centre) Mt. Fleuri students using SBC broadcast equipment to conduct a mock interview during Careers Week. 4. RF Technicians aligning a dish to receive satellite feed. 5. Flavien Barreau during a practical session of the camera refresher training. 6. Head of Engineering, Herve Cherry and Evens Jean in a souvenir photo with UniqaCast representatives at IBC2023.



## Engineering & Technology

Our Engineering and Technology (E&T) section faced another demanding year in 2023, as part of our continuous efforts to modernise,, maintain and provide a satisfactory internal service delivery for the Corporation.

The E&T performance has been very good, notably juggling the daily operational aspects whilst also managing the different technological and engineering projects.

The availability of all our services remained consistent, albeit with some outages, which were attended to swiftly.

Overall, there have been noticeable improvements within all functions of the section and the drive to continue setting the broadcast standards remains a top priority for our E&T team.

## Key Achievements & Highlights

The Indian Ocean Games was the main event in 2023, whereby we section ensured uninterrupted signal delivery from Madagascar and other technical aspects for the live broadcast set-up.

One of the main preoccupations was overseeing the construction of the SBC House which was still ongoing. Our E&T section played a pivotal role in advising and guiding the contractor to ensure we get a building that is fit for purpose and future-proofed, as far as practicable.

This endeavour was not an easy one, issues encountered were the language barrier and mainly the contractor's continuous reluctance to accept some changes being proposed by us.

- LTO - The installation and commissioning of the Linear Tape Open storage (LTO) was commissioned in March 2023. The storage is used mainly for archiving of content in digital format, with the objective to also alleviate the data storage situation due to rise in the demand for storage space.
- OTT - On the 07th of May 2023, a two-men team comprising of Mr. Antonio Prišćan and Mr. Stjepan Milos from Uniqcast arrived in Seychelles to carry out onsite set-up, commissioning and testing of the OTT projects' hardware, which was scheduled to be within 5 days. After some delays to receive some of the equipment, these were received on Monday the 10th whereby, with the support of our team, these were installed and configured.

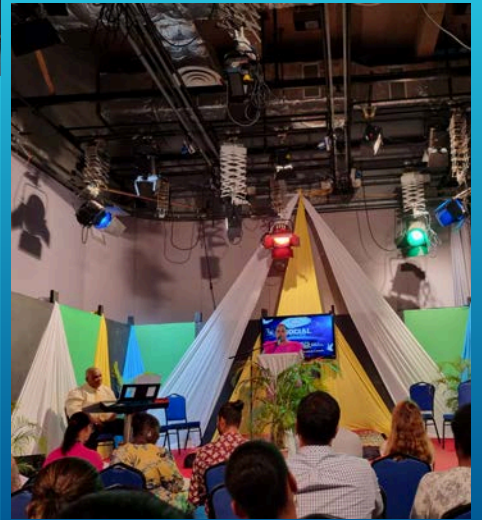
*Photo: SBC team members involved in the live stream of 'La Piste de la Francophonie pour la Planete.'*



*Photo: Senior Executives and Line Managers being briefed by the Project Manager, Dereck Rioux, while visiting the main TV studio at the SBC House.*



# Staffing



**Photos** (from Top - left to right): 1. Camera Operators with trainer Vincent Joseph learning about the features of newly acquired cameras. 2. Some Technical Operators in a group photo at the Long Service Awards event. 3. Zoom house members competing in a Tug of War during the annual SBC Sports Day. 4. Staff participating in a thanksgiving service themed 'Working Together in Unity' as part of the SBC Day celebrations. 5. Staff enjoying a Creole food buffet during the Festival Creole activity organised by the SBC Social Club. 6. 17 employees with 25 to 45 years of service were recognised during SBC's annual 'Long Service Awards'.

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27 Pertinent Staffing Matters

28 Training

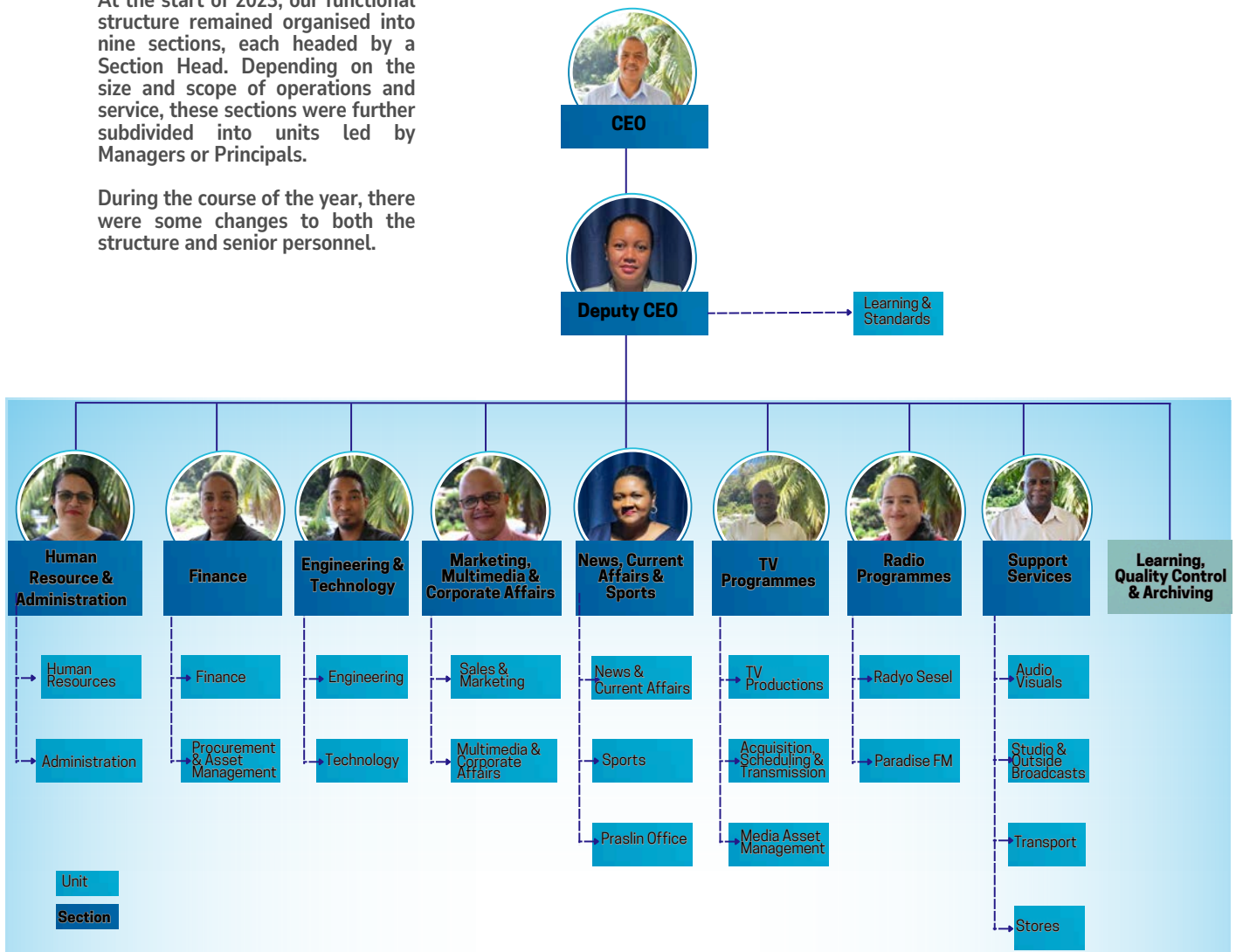
29 Social Club



# Functional Structure 2023

At the start of 2023, our functional structure remained organised into nine sections, each headed by a Section Head. Depending on the size and scope of operations and service, these sections were further subdivided into units led by Managers or Principals.

During the course of the year, there were some changes to both the structure and senior personnel.



## ORGANIGRAM SBC functional structure as the end of December 2023

### Changes in Senior Management

Our Senior Executive team underwent significant changes in 2023.

The team was streamlined from 11 to 10 members, reflecting a strategic consolidation of leadership roles.

We bade farewell to Mr. Pat Mathiot, the Head of Learning, Quality Control & Archiving, who retired in July after 45 years of service.

Mr. André Andimignon stepped into the role of Head of Support Services in April, bringing a wealth of experience from his 27 years with us, replacing Ms. Celine Pillay, who left the Corporation in February.

Additionally, Mr. Jérôme Dogley, a seasoned media professional with a career with us dating back to 1983, was appointed as the new Head of TV Programmes in August, replacing Mr. Patrick Hoareau who resigned in June. Mr. Hoareau had served the SBC for 40 years.

It is good to note that both Mr. Hoareau and Mr. Mathiot have continued to contribute to the SBC's outputs as Executive Producers on a part-time basis.

Mr. Mathiot has also continued in his long-standing role as the lead trainer for our content producers at the Corporation.

### Restructured Sections

The Learning, Quality Control & Archiving section was restructured. The Learning and Standards functions transitioned into a unit within the secretariat, reporting directly to the Deputy CEO. Nella Samson was appointed as Manager for that unit.

The Archiving unit was integrated into the TV Programmes Section, joining existing teams in Productions and Acquisition, Scheduling, and Transmission.

The Archiving unit was renamed Media Asset Management to more accurately reflect its expanded and future role within the Corporation, to safeguard and administer our digitised audio-visual assets.



## Staffing

We ended 2023 with 266 staff members, 48 of whom were part-timers. Notably, these part-time roles were concentrated in News, Current Affairs & Sports, and Radio Programmes.

The total number of recruitments for the year 2023 was 36.

20 of these were for full-time roles.

The 16 other recruitments were made up of 13 part-timers and 4 fixed-term contracts. The full-time positions were mainly in the News, Current Affairs & Sports, Radio Programmes and Engineering & Technology sections. Refer to page 68 in the appendix for a breakdown of recruitment in 2023.

## Promotions | Change in Post Titles | Internal Transfers |

During 2023, ten staff were promoted to higher level positions within their respective sections. The post titles of three staff changed to better reflect their new roles as part of restructuring plans and one staff transferred to another section within the Corporation.

## Restructuring of the Support Services Section

Support Services remained the largest section by headcount and, therefore, overall staffing cost.

To bring about more efficiency and effectiveness in the daily functions, the middle management level of the section was strengthened with the creation of the Principal Technical Operator role and reinforcement of the roles for Outside Broadcasts & Studios Administrator, Studios Coordinator and Transport Supervisor within the section.

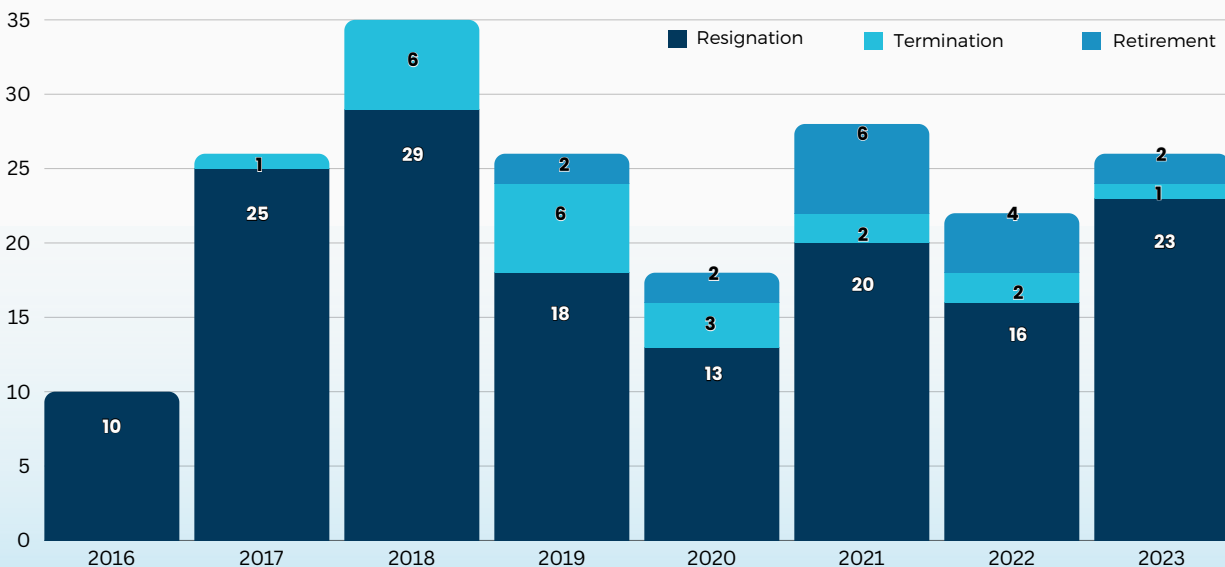
## Turnover

During the year 2023 there were 23 resignations, 1 termination of employment and 2 staff retired after reaching the retirement age.

## Key Achievements & Highlights

- In May, we organised a medical camp as part of our ongoing commitment to staff well-being. This initiative was conducted in collaboration with Kalpani Medical Clinic & SAWA Pharmacy, a multi-specialty medical center with a laboratory and pharmacy in Providence. The session included vital check-ups (blood pressure and pulse), weight, height, and Body Mass Index (BMI) measurements, as well as blood sugar testing. A total of 62 staff members, comprising 47 females and 15 males, participated in the medical camp held at the Documentation Centre. Health professionals analyzed the results from this session and shared them with SBC.
- In an effort to promote awareness of eye health, we welcomed Dr. Sithra Chetty from Dr. Chetty Vision Centre (Eye Clinic) in February for a free vision screening for staff at the workplace. A total of 43 staff members took the opportunity to have their eyes tested on the 16th of February. After the screening, those who needed follow-up appointments were scheduled to visit the clinic.
- We invited the Seychelles Pension Fund to host a special programme at our Hermitage Headquarters, in May. This event provided staff with the opportunity to get clear answers about their retirement pensions and the benefits of making voluntary contributions. The programme was a success, with around 50 staff members visiting the information desk for a chat and 25 agreeing to make voluntary contributions. The aim was to educate members, including SBC employees, on how to prepare for their pensions.
- In July, we participated in a Productivity Fair organised by the Ministry of Employment and Social Affairs. An in-house committee identified and documented our best practices to enhance productivity and performance. We showcased these practices, including Microsoft Teams (Microsoft 365), multitasking, training/peer mentoring, and capacity-building. Our project, 'Teams Work,' demonstrated how technology can boost collaboration and productivity. The success of our presentation highlighted the importance of teamwork and adopting best practices for more effective working.

Turnover over the years



## GRAPH

Staff turnover for period 2016 to 2023

## Pertinent Staffing Matters

### Revisions of Schemes of Service

The review of the schemes of service continued, with the focus being on the schemes for the following cadres: Radio Producers, TV Producers, Engineering, Broadcast & Enterprise Technology, and Technical Operators.

The first phases of revising and agreeing on the different post levels and their salary bands and steps, as well as a few changes in post titles within each cadre were completed before the end of December 2023. Subsequently, implementation of the schemes for Radio Producers and Engineering, Broadcast & Enterprise Technology took effect on 1st December 2023. The individual staff salaries have been revised and implemented accordingly.

With regards to the scheme for TV Producers, the review led to the introduction of a new scheme for Technical Directors/Editors. This cadre will incorporate both the current TV Producers, who are more involved in Editing and Directing of TV Productions and the Technical Directors who are mainly involved with Transmission Directing, all falling within the TV Programmes Section. It was agreed for both the latter schemes to be implemented in January 2024.

As for the scheme of service for Technical Operators, which demanded significant effort, it remained in the discussion phase by the end of 2023.

The schemes of service revision exercises have, again, been done parallel to the updating/revision of the relevant Job Descriptions, as well as revision of staffing structures, where necessary.

The latter exercise was more prominent in the Support Services Section, whereby there was an urgent need to provide administrative and technical support to the Head and the Manager of the section as explained further up.

For the newly introduced leadership cadre, within the Support Services section, the posts were filled by either promotions or appointments of internal prospective individuals within the section.

With the completion of the post levels and associated salary, the job descriptions and the line management structures for the schemes of services that have been implemented, we were then left to complete the write-up of the Schemes of Service documents themselves.

### Performance Management

From the beginning of November, Line Managers started conducting end-of-year evaluation of their reportees, based on the mid-year reviews information already gathered.

To ease the pressure of conducting the complete process in the tight timeframe given to meet the deadline of 5th December, a decision was discussed and agreed by the Senior Management team that Line Managers would firstly produce all the ratings for their staff, which would then be discussed with them in individual interactions in order to agree on the final ratings.

All the ratings were submitted to the Finance Ministry on the 7th of December, as per the established deadline. The Line Managers then focused on completing the second phase of the evaluation whereby the relevant comments for the ratings were inserted on the individual appraisal forms. These were endorsed by respective line managers and counter-signees, before they were printed for signing by all parties.

### Summaries and considerations

- Compared to 2022, in 2023 all staff had objectives set, upon which they were all evaluated. Consequently, the distribution for 2023 is seen as more realistic.
- It is felt that, based on observations made and issues faced by some individuals, their ratings for functional and behavioural performances have been more reflective of their performance for the year, hence improving the distribution further.
- It is worth noting that staff from middle management level upwards are evaluated on one extra functional criteria, namely *Management/Leadership* competencies).
- The number of objectives per category of staff is an apparent concern, in terms of final individual scores achieved.
- Inconsistency understanding the ratings criteria (E.g. What is Good v/s Very Good v/s Outstanding?) and the awarding of ratings themselves continued to be a point of contention and concern.
- Moderation/Benchmarking (Again, did not happen in 2023)



**GRAPH** Comparison of overall performance ratings



## Training

Over the period from 2019 to 2023, there was a noticeable shift how training was delivered, triggered by the COVID-19 pandemic. Online training a key component of our training strategy. Budget limitations, further prompted us to adjust our training strategy in 2023.

A balanced approach to employee development was maintained through a mix of overseas and local training sessions.

Despite a reduction in the actual number of training activities, we managed to cover more significant number of staff than for the preceding couple of years, as can be seen in Appendix F.

We provided a comprehensive training for our staff, offering both internal and external opportunities. A total of 14 staff members participated in seven overseas training sessions, four were delivered online and three required travel.

Additionally, we provided 17 in-house and other local training sessions, benefiting 137 staff members across various departments. This ensured that our staff across most sections had the opportunity to develop their skills and knowledge through various training activities.

Training Activities per year					
	2019	2020	2021	2022	2023
Local	31	19	16	27	16
Online	0	0	19	11	4
Overseas	15	6	0	8	3
<b>TOTAL</b>	<b>46</b>	<b>25</b>	<b>35</b>	<b>46</b>	<b>24</b>

**TABLE** Comparison in number of trainings from 2019

### Diploma in Journalism

In 2023, there was a decline in applicants for the SBC scholarship to study Journalism at the University of Seychelles. Six candidates applied, including three internal staff. Following a competitive selection process, one internal and one external candidate were awarded the Diploma in Journalism scholarship offered by the University of Seychelles.

2023 also saw the graduation of the first cohort for this 3-year course.

### ANHRD Scholarship

The Agency for National Human Resource Development (ANHRD) continued its scholarship program for SBC staff to pursue undergraduate studies. In 2023, six employees applied, with Andy Telemaque from the Engineering section selected through a rigorous process. He will pursue a four-year Bachelor of Electronics Engineering (Hons) at the Infrastructure University in Malaysia.

**Photo:** Kendra Labonté, Annadrey Celestine, and Shannon Françoise, SBC Scholarship recipients, completed a three-year journalism diploma course in a souvenir photo with CEO Bérard Duprès.



## Social Club



**Photo:** The new Social Club committee formed in 2023.

A new Social Club committee was formed on 28th March with the election of new committee led by Chairperson Carol Nicette. The rest of the committee in 2023 comprised of Vice-Chairperson Darren Julie, Secretary Magali Jumaille, and members Ellen Roselie, Idris Mousmie, Julianne Auguste, Henry Gamatis, Fatima Traore, Kendrah Labonte, and Shanon Francoise.

The Social Club played a pivotal role in organising several staff engagement and community outreach initiatives throughout the year which provided opportunities for employees to interact socially, building camaraderie and a sense of belonging.

### Key Achievements & Highlights

Long Service Recognition - The annual Long Service Awards honoured 17 employees for their dedicated service of 25 to 45 years. The event was celebrated with a gala dinner featuring employee performances.

Autism Awareness - In support of Autism Seychelles, the Social Club spearheaded a staff-wide photo campaign and donation drive during Autism Awareness Month in April.

Sports Day - SBC hosted its annual Sports Day on the 5th May at the Beach Soccer Arena. The four houses came together in a vibrant display of team spirit, competing in football, volleyball, athletics, sack races, tug-of-war, and dominoes. After a day of friendly rivalry, Frekans emerged triumphant.

Manze Kreol - The annual Creole Food Fest was a delightful showcase of Seychellois gastronomy, where each section outdid themselves by contributing two unique dishes. Staff savoured an array of flavours from curries to sweet coconut desserts.

Breast Cancer Awareness - The SBC participated in the Cancer Concern Association's photo contest and secured third place in the Facebook category.

This achievement marked the second consecutive year that SBC ranked among the top three in the same category. The accompanying photo post conveyed a powerful message: 'Supporting the fighters, admiring the survivors, and honoring those we've lost—never giving up HOPE.'

Quiz Night - The fourth edition of Quiz Night, was held in October. It was an exciting evening that tested participants' knowledge. The four houses—20 Minit, Frekans, On Air, and Zoom—each fielded two teams. The ninth team, composed of Board members, had previously been champions in the 1st and 2nd editions. The reigning champions, On Air 1, secured their bragging rights by defending their title.

End of year party - The year concluded with a festive gathering at Eden Bleu, where employees enjoyed entertainment, dining, and camaraderie. The end-of-year staff party took place on December 22nd and was attended by over 100 staff members and their guests. It provided a wonderful way to close out the year in the company of colleagues who had shared much of 2023 together. Held at the Eden Bleu hotel, the soirée featured delicious dishes, lively dancing, and performances by fellow team members. Additionally, some lucky staff members hit the jackpot in the lottery.



**Photo (from left to right) :** 1. The On-Air team successfully defended their title in an exciting contest during the fourth edition of Quiz Night. 2. Some members of the News team pose for a group photo at the end of year party.



# Governance



**Photos** (from Top - left to right): 1. Deputy CEO Ms. Cindy Wirtz and the Output Heads met with a group of passionate women in March to explore collaboration on the charity project 'Around Seychelles In 18 Bays'. 2. Representatives from the Seychelles Pension Fund conducted a special program at SBC Headquarters, providing guidance on retirement preparation. 3. (Centre) The CEO was a speaker at the 30th SABA Annual General Meeting and the 7th Broadcast Media Convention. 4. The first Leadership session in 2023 focussed on the setting up of goals for the performance management process. 5. Board Members and staff at the end of year staff gathering. 6. The outgoing Chinese ambassador, Mrs Guo Wei paid a farewell call on the CEO and Deputy CEO at the beginning of January.



## Board of Directors

The current Board of Directors of the SBC was appointed on June 14, 2022. With a tenure extending until 2027, the Board's composition reflects a diverse range of expertise and serves a crucial role in guiding the Corporation in its ongoing transformation.

Chairperson Gérard Lafortune and Vice-Chairperson Marie-Anette Ernesta lead the board. Their different and complementing professional experience combines to ensure effective governance and strategic decision-making.

The SBC Act 2017 outlines provisions for ex-officio members, including the CEO, Deputy CEO, and a staff representative. These individuals contribute valuable perspectives to board discussions.

In 2023, the Board held 9 scheduled meetings.

In addition to the scheduled regular meetings, a joint Board-Management 'Away-Day' session was organised in April to provide better synergy between the Board and Senior Management.

## Synergy Between Board and Management

As the National Broadcaster, SBC aims to educate, innovate, and deliver on its strategic visions.

The Board plays a vital role in shaping the SBC's future, while synergy with management ensures effective execution of strategic goals.

The collaboration between the Board and management has been pivotal for the SBC's transformation.

In 2023, their collaboration centered around the theme "Konekte, Reflekte, Aziste" (Connect, Reflect, Adjust) which highlighted their commitment to fostering effective teamwork in the governance and superintendence of the SBC.

Board members' participation in social events like the Long Service Awards, the end-of-year staff party, and the annual Quiz Night provided informal opportunities to extend that synergy to the wider SBC team.

## Staff Representative

The SBC stands out as the only Board in the country with a staff representative prescribed by law. This role, in line with Section 3A of the SBC Act 2017, focuses on representing the general well-being and interests of all SBC employees.

Following Mr. Stanio Sally's departure in September 2023, the Board initiated the process to elect a new representative.

Despite extending the nomination period, no applications were received leaving a gap in this position for the remainder of the year.

The Board remained committed to filling this crucial role and explored options, including identifying potential candidates and encouraging voluntary participation, with the aim of restarting the process early in 2024.



**Photo:** The SBC Board joined with the SBC Senior Management team in April for an 'away day' to strategise on the role and future of SBC as the national broadcaster under the theme "Konekte, Reflekte, Aziste" (Connect, Reflect, Adjust)



## Summary of the principal topics and decisions considered by the Board in 2023:

In 2023, the Board made several resolutions and held discussions in the interest of the SBC, its employees, and external stakeholders.

### The Board:

- reviewed the financial implications of moving to the new SBC House, considering both initial and ongoing costs. The Board explored cost-cutting measures, to mitigate the expected significant financial strain, and decided to use potential income from rental of the new building's facilities to offset operational expenses, whilst safeguarding the traditional revenue for procurement of programmes and content improvements;
- was briefed on the financial implications of covering the Indian Ocean Island Games (IOIG), with costs estimated between SR1.3 million and SR1.8 million for one. The Board approved using a SR1.3 million surplus from the staffing budget to cover the IOIG's travel and broadcasting expenses;
- recognised the importance of balancing entertainment and education in SBC's programming. While acknowledging progress in entertainment and informative content, they highlighted the need to strengthen the educational aspect. To achieve this, the Board recommended reviewing staff resources and incentivising contributions beyond contractual obligations;

- discussed the SBC's OTT service project, a potential revenue driver, emphasising the need for compelling and unique Video-on-Demand contents to differentiate from other local and international streaming services.
- resolved that the long service allowance should remain as a tool for staff retention but that payment of this allowance is contingent upon approval and funding from the government;
- discussed presenters onscreen look and recommended that the SBC maintains certain standards and a clear dress code which shall also apply to journalists conducting live interviews.
- commended and conveyed the appreciation of key stakeholders to the SBC teams who worked on several high-profile court cases and for national events, respectively;
- discussed the SBC's concerns regarding its financial autonomy and the discrepancy between relevant legislation with legal advisors.
- explored the possibility of SBC hosting the 31st Southern African Broadcasting Association and Broadcast Convention in October 2024.
- noted that, having submitted the outcome of the feasibility study for the AM Transmitter relocation, the final decision to switch off the Radyo Sesel AM transmission rested with the government, the Board endorsed for a letter to be issued accordingly to request a decision regarding same

### The Board considered several policy proposals, many of which were updates or revisions to existing guidelines:

- approved the policy paper on payment of salary during extended sick leave;
- agreed in principle to move to phase 2 of alcohol advertising, in a controlled manner;
- reviewed and updated the Driving Policy with the aim of improving transport efficiency and flexibility, and addressing the current fleet limitations;
- reconsidered a proposal to limit eyewear assistance to a capped amount every two years, unless medically necessary, but ultimately rejected it. Instead, the Board resolved for the Management to explore alternative wellbeing support avenues.

## Stakeholder Engagements



**Photo:** In March, SBC met with representatives from Ministries, Departments and Agencies (MDAs) regarding News Reporting on Government and the Public Service.

**To fulfill our mandate, we collaborate extensively with a diverse range of stakeholders.**

In 2023, we proactively met with key stakeholder groups, including government institutions, private sector organisations and civil society groups, to strengthen existing partnerships and explore potential avenues for cooperation.

Government Institutions - In March,, a productive meeting with representatives from various Ministries, Departments, and Agencies (MDAs) was held. The focus was on updating stakeholders about the SBC's airtime policy and fostering stronger collaborations. Discussions centered around news reporting related to government and the public service, where there is a need for improved synergy and better communication of government initiatives, and increased public awareness.

The SBC further engaged with government departments such as the Seychelles Land Transport Agency (SLTA) regarding the SBC House project, the Sports Department for coverage of the Indian Ocean Islands Games, and the Productivity Unit of the Ministry of Employment and Social Affairs during Productivity Week 2023.

Youth Collaboration - The SBC met with Seychelles National Youth Council (SNYC) to discuss collaboration in producing youth-related contents and different initiatives to bring more youth to the SBC platforms. The partnership with the SNYC enabled a 7-day workshop introducing youths aged 14 to 16 to mobile cinema, covering topics such as introduction to filmmaking, scriptwriting, storyboard, picture composition, sound, casting, directing, editing and video production.

Appearances before the National Assembly - CEO Bérard Duprès appeared before the National Assembly on two occasions to represent SBC. In July, he addressed a question posed to the Minister of Information regarding the percentage of local television content produced in-house. Additionally, as part of the annual budget defense process in November, CEO Duprès answered questions from National Assembly members on various aspects of SBC's operations. Topics covered included content production, the SBC house project, staffing, and other relevant issues. The National Assembly appearances help ensure transparency and accountability of the National Broadcaster. **Please refer to Appendix B on page 61 for a detailed write-up on these discussions.**

Private Sector Partnerships - Collaborations expanded beyond government institutions to include private sector partnerships. SBC engaged with the telecommunication companies, Cable & Wireless, Intelvision and Airtel separately to discuss SBC's OTT/IPTV service, including CDN location and zero-rated access for their respective customers.

Civil Society - Civil society organisations are also critical stakeholder group for SBC as a broadcaster. SBC met representatives the Seychelles Association of Retired Education Professionals (SAREP) to discuss the partnership for their major project on National Community-based reading project: 'Lir ek mwan Sesel.'

A meeting with a group of fervent women in March about a new charity project culminated on the 10th June with an all-female SBC crew comprising of 3 Radio Producers, a TV Producer, a Technical Operator and Multimedia Officer covering the 14-hour journey by a group of Seychelles' influential women as they embarked on the inaugural 'Around Seychelles in 18 Bays' expedition.

Other partnerships with civil society saw the SBC engage with the Seychelles Interfaith Council (SIFCO) and with the Senior Citizens Association to discuss collaborative partnerships.

International Relations - In addition to in-person meetings with local collaborators, there was also engagement with international stakeholders. This included meetings with FIFA representatives to discuss SBC's potential roles when Seychelles hosts the FIFA Beach Soccer World Cup in 2025. SBC also participated in virtual meetings, one with the Association de Radio Télévision Océan Indien (ARTOI) and another organised by the Public Media Alliance. These virtual sessions explored the opportunities presented by the digital age and how public broadcasters can leverage digital technologies to reach audiences and deliver content in new and exciting ways.

The media community-The SBC recognises the importance of all media houses in the country in ensuring a plurastic media landscape and in preserving the freedom of the press.

In May, we brought together panelists including Ombudsman Nicole Tirant-Gerardhi, SBC Board member Marie-Anette Ernesta, CEO Bérard Duprès, CEO National Information Services Agency Gérard Govinden; Télésésel Producer Patsy Edmond and NISA Journalist Vidhya Gappy for a televised debate in commemoration of World Press Freedom Day. In his welcome address, the Chairman of the SBC Board, Gérard Lafortune spoke of the great strides made by Seychelles with respect to media freedom while cautioning on the risks of regression.

**The Chairman's statement can be read in full in Appendix C on page 63.**



Our interactions in 2023 also expanded to diplomats and businesses.

## Other engagements with Stakeholders in 2023 included:

- Farewell visit by outgoing Chinese Ambassador to the Seychelles;
- Courtesy call by new Ambassador of France to Seychelles, H.E. Mme. Olivia Berkeley-Christmann;
- Meeting with the Public Service Bureau to discuss the public service salary increase effective in April 2023;
- A virtual interactive meeting hosted by Anice Hassim of immedia on Generative AI;
- Hosting the Chief Secretary of the Public Service Bureau (PSB) for further discussions on the Public Service Salary Review;
- Attendance to two CEO's Forums organised by the PSB;
- Engaging with students from Independent School and Mt. Fleuri Secondary School to ignite interest among young learners in pursuing careers in journalism and media;
- Welcoming the Seychelles Pension Fund roadshow at SBC premises to educate SBC staff on how to prepare for their pension;
- A meeting with the Deputy Clerk of the National Assembly and media team on coverage and broadcast of National Assembly sessions on SBC platforms;
- Attending the MTES 2024-2026 Budget Meetings;
- Discussing potential collaborations on activities and events with Asia-Pacific Institute for Broadcasting Development;
- Attending the certificate award ceremony for CEMBA/CEMPA and Diploma in Journalism cohorts;
- Hosting SACOS to discuss motor fleet policy and comprehensive cover for SBC House;
- A meeting with Honorary Ambassador for Culture, Patrick Victor for discussions on using the new SBC auditorium for live performances;
- A meeting with the Attorney General;
- Interacting with suppliers and manufacturers of Broadcast Technology at the International Broadcasting Convention, in Amsterdam;
- Sponsoring two trophies for the 'Viv an Kreol' film competition aligning with our mission to nurture local talent and promote locally produced content;
- Participation in the Open Government Partnership Policy Dialogue;
- Taking part in the launching ceremony of the Sustainable Seychelles brand;
- Meeting with different representatives of DTT Headend and OTT systems manufacturers
- Viewed various presentations from Broadcast Management Systems solutions providers
- Virtual meeting with TV5 Monde regarding ongoing and new collaborations.
- Meeting with the Film Classification Board.

**Photo:** The CEO and Deputy CEO met with Albert Duncan, the newly appointed CEO of the Seychelles National Youth Council (SNYC) and his Communications Officer to discuss collaborations.





# Finance



**Photos** (from Top): 1. SBC met with FIFA Representatives ahead of FIFA Beach Soccer 2025. 2. Nelly Bethew of the Finance team oversees food sales for the Creole festival buffet. 3. (Centre) journalist Davies Finesse and technical operators Carlos Marie and Louys Malcouzane represent SBC at State House alongside counterparts from other media outlets 4. Housekeeper Rio Pool joined 42 other SBC staff for a free vision screening session conducted by Dr. Chetty Vision Centre. 5. Mt. Fleuri students visiting the Paradise FM studio during Careers Week. 6. Aurélie Constant, a trainer affiliated with 'Le Chat Qui Filme' production in La Réunion delivered a training session on storytelling attended by staff from Marketing & Multimedia, Radio Programmes and the Newsroom.

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## Financing Overview

### Budget Allocation for 2023

**SR120,801,000** TOTAL ALLOCATION

**Wages & Salaries**  
SR 61,849,148

**Use of Goods & Services**  
SR 32,839,000

**Non-Financial Assets**  
SR 26,113,000

### Revenue Generated in 2023

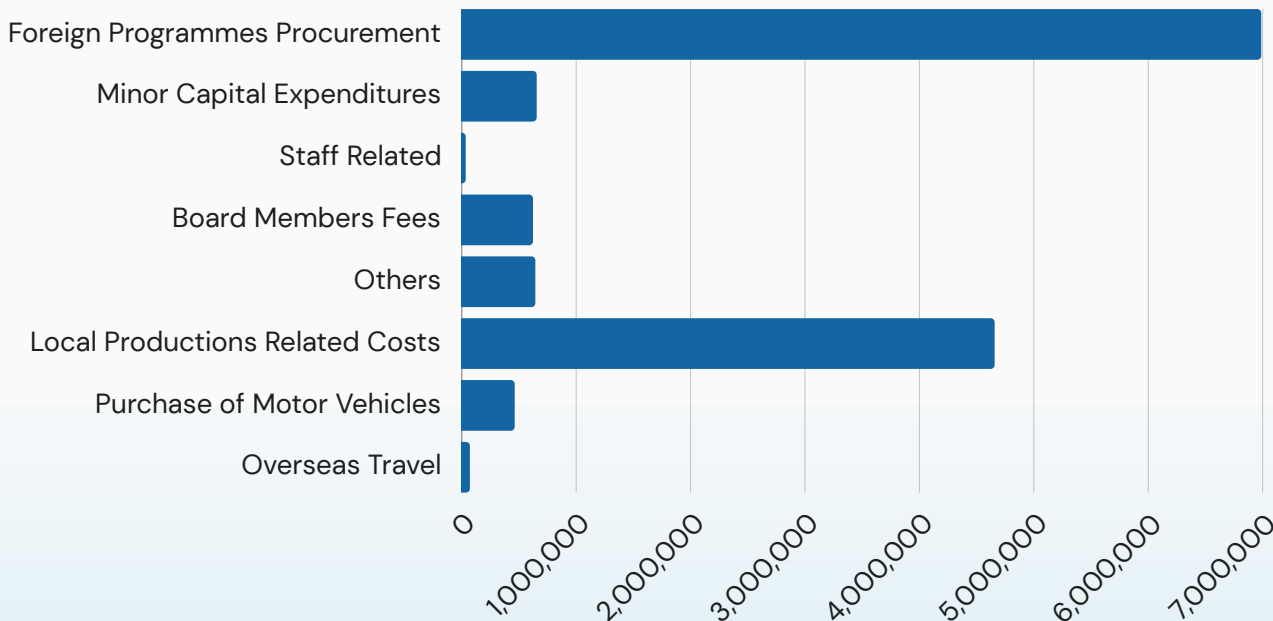
**SR14,702,975** TOTAL INCOME

**Advertising**  
SR 13,651,075

**Other**  
SR 1,051,900

### Expenses in 2023 that were funded by Revenue generated:

**SR14,134,442** TOTAL REVENUE-FUNDED EXPENDITURES



**GRAPH** Expenditures in 2023 Funded by Revenue Generated

## Funding Overview

### Budget Allocation

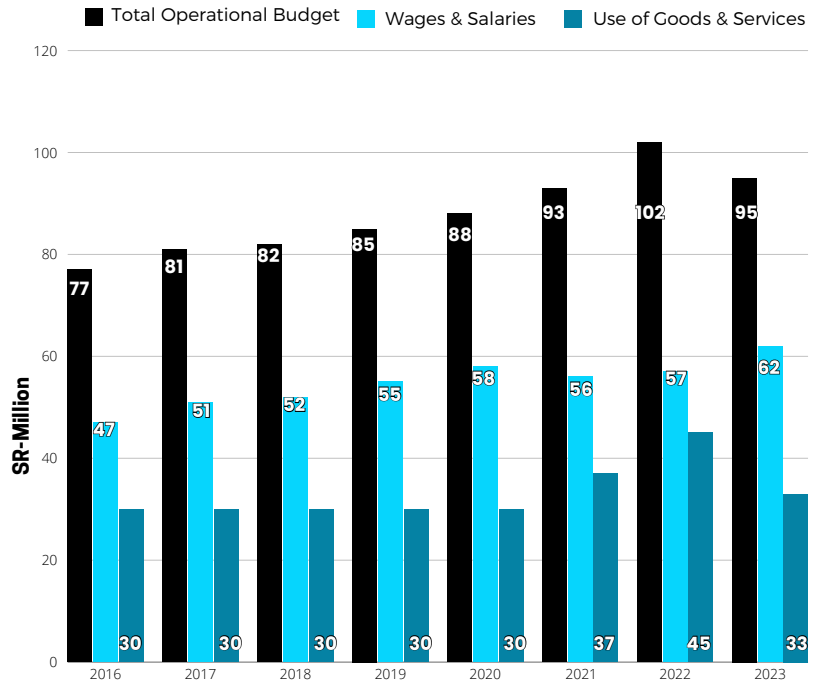
Funding approved for the SBC for the year 2023 saw a notable decrease, compared to year 2022.

*Wages and Salaries* budget was increased, to cater for Public Service salary increase, implemented by the Government, whereas *Goods and Services* budget saw a decrease to pre-2021 levels.

The reduction under *Goods and Services* catered for recurrent expenditures only but not for any specific projects.

The graph opposite shows only the operational, recurrent, budgets of the Corporation. They do not include the grants and Capital Expenditure funding.

The PPBB (Programme Performance Based Budget) statements in the Appendix provide more details on the Budget allocation for 2023.



**GRAPH** Overview of Recurrent Budget Allocation by the State to the SBC from 2016 to 2023

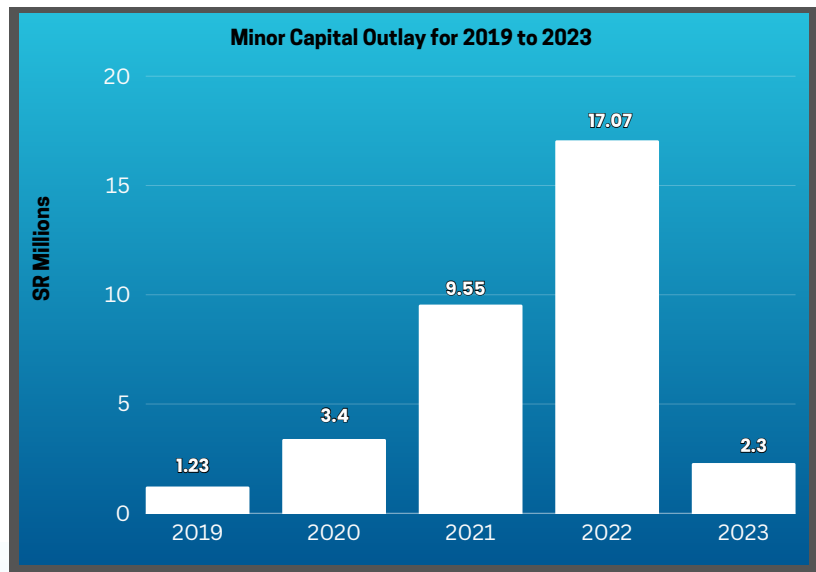
### Minor Capital Outlay

Minor Capital Outlay (MCO) was reduced significantly in 2023.

MCO is part of the Good and Services allocation, that funds new equipment and systems.

This meant that we were unable to pursue any new projects to further our strategic objectives to modernize the SBC.

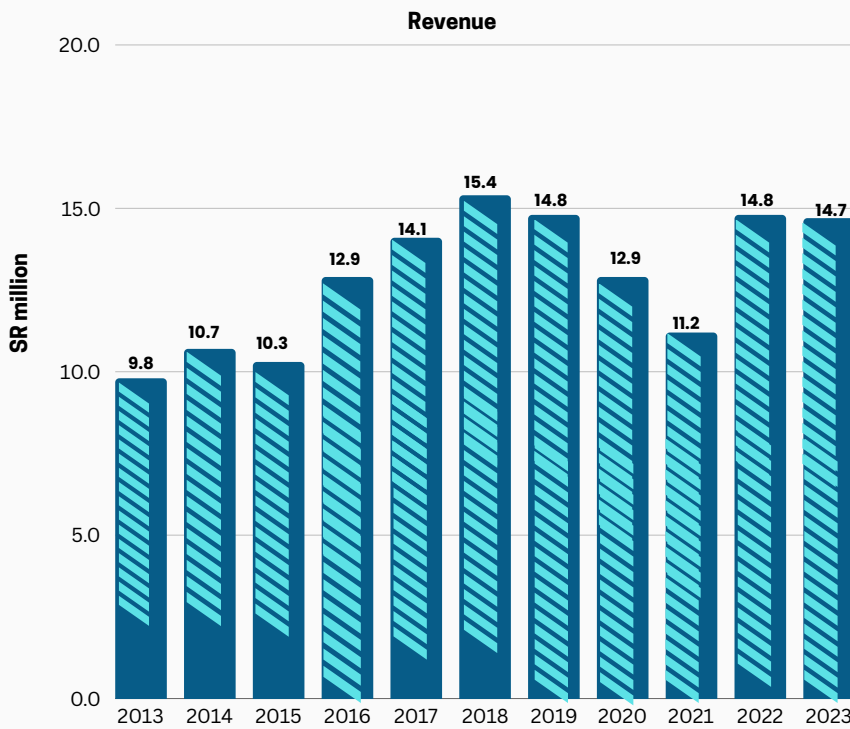
The graph opposite shows the funding allocation for Minor Capital Outlay for the past 5 years, with 2021 and 2022 being two favourable years, and whereby we were able to pursue a couple of key technological improvement projects.



**GRAPH** Minor Capital Outlay for the past 5 years



## Revenue Overview



**GRAPH** Revenue collected by SBC from 2013 to 2023

The original target for revenue was SR18 million. This included forecasted income from Video-on-Demand from our OTT service, which was planned for implementation in 2023. One of our major challenges was insufficient funding which did not allow for the timely implementation of the OTT Services.

The revenue from sales was below what we had anticipated. Clients were choosing other mediums of advertisement that are free, notably on digital media.

The self-imposed pause on advertising of alcohol negatively impacted on the revenue forecasted.

The income from *Leko*, our Audio-on-Demand service was also well below original forecast.

The original revenue forecast of SR 18 million was consequently reviewed at mid-year to SR13 million.

As is customary the funds collected from revenues have been prioritized and spent where no state-allocated fundings had been made available.

82% of the revenue collected went towards the acquisition of contents of which 49% for foreign and 33% for local productions, including local commissioning.

## Expenditure Overview

The funding situation for the year 2023 has been a significant challenge for the Corporation, specifically under Goods & Services and Minor Capital Outlay, whereby SR 3.3 million was transferred from *Wages & Salaries* and another SR1 million from Capital projects (PSIP) to *Goods and Services*.

This was necessary so that the Corporation could fulfil its ongoing financial obligations. A typical example which had required additional fundings under *Goods and Services* was the coverage of the Indian Ocean Islands Games in Madagascar. SBC delivered on a comprehensive coverage even without any additional fundings received from the Government.

The Corporation had been able to obtain the savings of SR 3.3 million from *Wages & Salaries* from its ongoing staffing optimization exercise across the SBC, which started in 2021. This includes closing of some posts or repurposing posts from those who resigned or retired. Some of the 'savings' were used to realign salaries of some staff who fell below the benchmark in the new revised schemes of services.

The main funding constraint was under the Minor Capital Outlay (MCO). The Corporation could not materialize most of its capital project due to the allocation depletion. The MCO allocation for 2023 was quickly exhausted with the need to pay for approved and ongoing projects, from 2022, and for which remaining funds (in PSIP) were not brought forward to 2023. A total of SR2.7 million remains outstanding to pay for these various projects.

These virements have allowed the Corporation to meet partially the committed expenditures whilst the remaining balance outstanding were carried over to the following year.

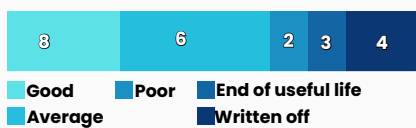
## Fleet Maintenance Costs

Our transport fleet consisted of 21 vehicles with the average age of the fleet at the end of 2023 almost 11 years, and with an average mileage of 226,000 kilometres.

The latest addition to our fleet was an Isuzu double cab pickup, used by the engineering team for offsite engineering works and accessing transmission sites, acquired in May 2023. This vehicle replaced a Toyota Land Cruiser which had been written off in 2020. The SBC had to use its revenue to fund this new vehicle. Prior to that, the last funding for vehicles replacement was in 2017.

Our vehicle fleet was in varying states of condition in 2023. Five vehicles had reached the end of their useful life - two were in poor condition, while the other three were deemed unfit and written off. These vehicles had been added to the fleet between 2004 and 2011.

**GRAPH** Condition of vehicles

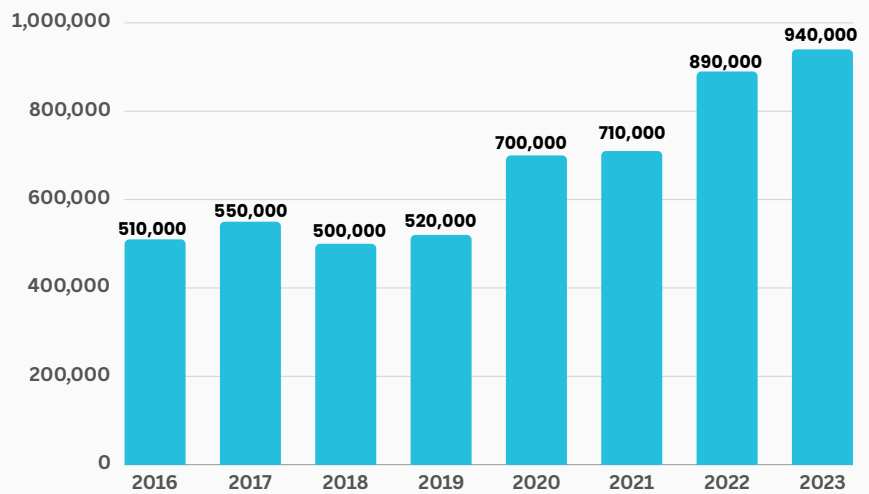


In 2023, the total expenditure on the fleet increased to R942,049 from R883,261 in 2022.

During that period, eight vehicles were in average condition. This included the Outdoor Broadcast van, which was earmarked for refurbishment in 2023. Among these eight, five needed body repairs, one needed overall body repair, and one vehicle's body was completely repaired in 2023. The other six vehicles, acquired after December 2017 and September 2020, were in good condition.

In addition to the fleet maintenance costs, we also spent thousands of rupees on renting additional vehicles to cover the shortfall caused by the aging and poorly maintained fleet.

**Vehicles upkeep costs for period 2016 to 2023**



**GRAPH** Vehicles upkeep costs in rupees for period 2016 to 2023

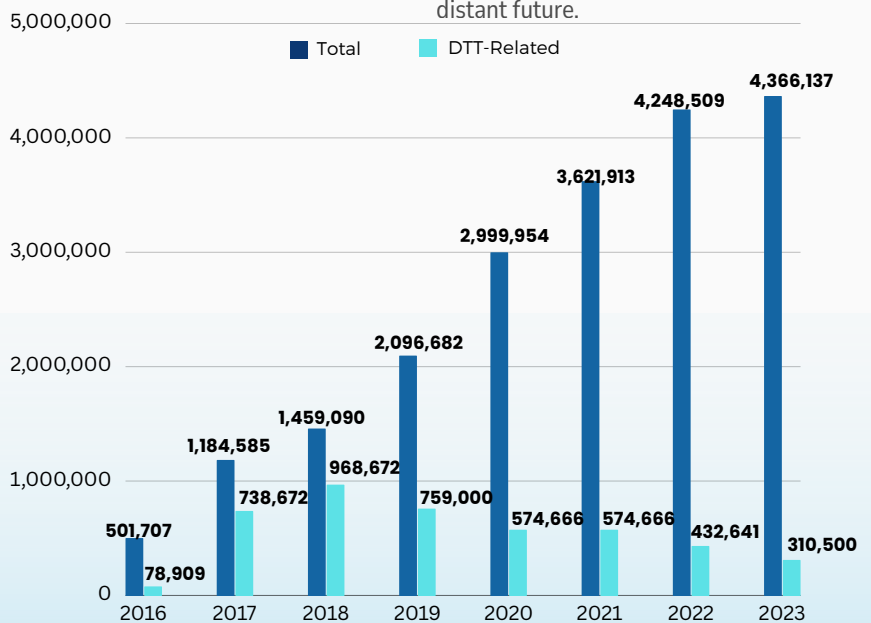
## Internet Costs

The costs for Internet and IP-Based Services have continued its creep upwards in 2023.

To be able to bring live events from overseas, the SBC had to increasingly rely on IP links, rather than satellites feeds, which are n temperamental due to the weather and Seychelles location out of the main satellite beams.

The SBC managed to negotiate better rates with all 3 of its Internet Service Providers (ISPs) in 2023. This meant that we obtained more bandwidth for what we were paying. However, we are still far from meeting all our bandwidth demands.

Reducing the cost per MB for our internet services is a strategic obligation for the SBC. Not least since IP-based broadcasting is evolving at a rapid pace, and will become the norm in the not-too distant future.



**GRAPH** Internet-service costs in rupees for period 2016 to 2023



## Financial Accounts

The SBC Act makes provision for scrutiny of the 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 reviewed and eventually endorsed by the Chairman and the CEO.

These are then certified by the Auditor General.

As this process has been waiting on the Auditor General's Office, we are only able to present the interim, unaudited, Financial Statement for 2023.

The Financial Statements for the years 2016 onwards can be found on the SBC's website.

It is important to differentiate between what is allocated and what is expensed, within any given year.

Whilst the Financial Statements provide details on actual expenditures, the PPBB (Programme Performance Based Budget) statement in the Appendix provide details on what is allocated and subsequently endorsed by the National Assembly during the budget appropriation process.

## Interim Financial Statement 2023

### Seychelles Broadcasting Corporation Interim Financial Statement 2023

#### Balance Sheet as at 31st December 2023

	NOTE Schedules	2023 (SCR)	2022 (SCR)
<b>FIXED ASSETS:</b>	8	49,534,614	57,291,796
<b>CURRENTS ASSETS:</b>			
Cash & Bank Balances	9	1,483,296	1,863,989
Prepayments & Deposits	10	7,689,559	9,828,442
Accounts Receivables & Others	11	1,482,684	1,912,789
Inventory - Consumables		321,945	327,844
		<b>10,977,483</b>	<b>13,933,064</b>
<b>CURRENT LIABILITIES (SHORT TERM DEBTS)</b>			
Accruals & Accounts Payable	12	2,160,405	2,368,166
<b>TOTAL LIABILITIES</b>		<b>2,160,405</b>	<b>2,368,166</b>
<b>NET CURRENT ASSETS</b>		<b>8,817,078</b>	<b>11,564,899</b>
<b>TOTAL ASSETS</b>		<b>58,351,692</b>	<b>68,856,695</b>
<b>EQUITY AND LIABILITIES</b>			
<b>CAPITAL EMPLOYED</b>	15		
Capital Fund		30,258,073	30,258,073
Capital Grant		161,344,115	161,344,115
Other Grants		9,838,408	9,838,408
Staff Compensation & Gratuity Reserve	13	20,854,261	17,324,161
Deficit (Cumulative) per P & L Appropriation		(163,943,165)	(149,908,062)
<b>CAPITAL EMPLOYED</b>		<b>58,351,692</b>	<b>68,856,695</b>

The accompanying notes 1-18 form part of these Financial Statements



# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation Interim Financial Statement 2023

### Detailed Profit & Loss Account for the Year ended 31st December 2023

	Note Schedules	2023 (SCR)	2022 (SCR)
<b><u>Revenue</u></b>			
Revenue Subvention		104,721,261	106,772,392
Revenue Adverts, Programmes, etc	2(a)	13,651,075	13,948,046
Other Incomes	2(b)	1,051,900	804,550
Operating Revenue		<b>119,424,236</b>	<b>121,524,988</b>
<b><u>Operating Expenses</u></b>			
Bank Charges		(28,440)	(18,871)
Sponsorship & Entertainment		(108,452)	(84,052)
Staff Costs	3	(71,627,381)	(61,642,186)
General/Misc Expenses		(368,545)	(467,115)
Insurances		(353,333)	(396,223)
Lease Rentals/Other Lease		(16,507)	(19,808)
Legal & Professional Fees	5	(236,000)	(130,000)
(Loss)/Gain on Exchange		59,959	63,080
Motor Vehicles Expenses	6	(2,781,663)	(2,980,528)
Programming & Production Cost	7	(24,341,167)	(24,870,131)
Printing/Stationery & Postages Expenses		(284,207)	(278,935)
Repairs & Maintenance		(2,688,751)	(2,474,132)
Security Charges		(114,000)	(114,000)
Subscriptions		(364,523)	(192,135)
Communication Costs		(4,481,080)	(3,957,589)
Travelling Local & Overseas		(725,220)	(624,919)
Utility Costs		(7,945,546)	(8,037,197)
VAT Expenses		(1,910,995)	(2,743,491)
<b>Total Overheads</b>		<b>(118,315,849)</b>	<b>(108,968,232)</b>
<b>NET PROFIT/(LOSS) FOR THE YEAR PRIOR TO DEPRECIATION</b>		<b>1,108,386</b>	<b>12,556,756</b>
Less:			
<b>Depreciation</b>		<b>(-15,143,489)</b>	<b>(-15,612,426)</b>
<b>NET PROFIT/(LOSS) FOR THE YEAR</b>		<b>(-14,035,103)</b>	<b>(-3,055,670)</b>

# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation Interim Financial Statement 2023

### Cash Flow Statement for the year ended 31<sup>st</sup> December 2023

	2023		2022	
	(SCR)	(SCR)	(SCR)	(SCR)
<b>Cash Flows from Operating Activities</b>				
Profit/ (Loss) Before Tax	(14,035,103)		(3,055,670)	
Depreciation Expenses	15,143,489		15,612,426	
Prior Year Adjustment	24,704			
Profit on disposal of assets	-		-	
		<b>1,133,090</b>		<b>12,556,756</b>
<b>Movements in Working Capital</b>				
(Increase)/ Decrease in Accounts Receivable	430,105		(665,778)	
(Increase)/ Decrease in Inventory	5,899		(5,196)	
Increase/(Decrease) in Accounts Payable	(207,761)		92,181	
Increase/(Decrease) in Compensation Reserves	3,530,100		2,342,484	
(Increase)/ Decrease in Deposits	2,138,883		(6,109,781)	
		<b>5,897,227</b>		<b>(4,346,091)</b>
<b>Cash Flows from Investing Activities</b>				
Purchase of Assets	(7,411,012)		(9,965,506)	
Sale of Assets	-		-	
		<b>(7,411,012)</b>		<b>(9,965,506)</b>
<b>Cash Flows from Financing Activities</b>				
Capital Grants	0			
Other grants	0			
		<b>0</b>		
Net Increase/(Decrease) in Cash		<b>(380,694)</b>		<b>(1,754,841)</b>
Cash and Cash Equivalents as at 1st January 2023		<b>1,863,989</b>		<b>3,618,830</b>
Cash and Cash Equivalents as at 31st December 2023		<b>1,483,296</b>		<b>1,863,989</b>



## Interim Financial Statement 2023

### Seychelles Broadcasting Corporation Interim Financial Statement 2023

#### Summary of Profit and Loss Account for the year ended 31<sup>st</sup> December 2023

	<b>2023</b> (SCR)	<b>2022</b> (SCR)
<b>Gross Revenue</b>	119,424,236	121,524,988
<b>Overheads</b>	<u>(133,460,184)</u>	<u>(124,580,658)</u>
<b>Profit/(Loss) for the Year</b>	(14,035,949)	(3,055,670)
Retained Earnings 1st January	(149,908,061)	(147,219,050)
Prior Year Adjustment		366,659
<b>Retained Earnings 31st December</b>	<u><b>(163,944,010)</b></u>	<u><b>(149,908,061)</b></u>

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

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#### 1. Accounting Policies

##### *General*

The activities of the Corporation up to 31<sup>st</sup> December 2023 were undertaken in accordance with the SBC Act 2 of 2011. The Corporation has been following the historical cost convention consistently throughout the year unless stated otherwise below. The inventory has been valued at cost of the purchases. The foreign currency transactions are represented in the accounts in Seychelles Rupees at the rates of exchange prevalent at the time of the transactions.

##### *Fixed Assets*

The movements in the fixed assets are set out in the schedule attached to the accounts. The assets are stated at cost, less depreciation, except for freehold land which is owned by the Government of Seychelles. The depreciation has been calculated to write-off the assets over their useful lives to the Corporation.

The estimated useful lives of the assets are as follows:

Furniture, Fixtures & IT Equipment	3.3-10 Years
Motor Vehicles	5 Years
Plant & Equipment	5 Years
Building	15 Years



# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

#### 2. Income

	<b>2023</b>	<b>2022</b>
	(SCR)	(SCR)
<b>(a) Revenue Adverts, Programmes</b>		
TV Advertising Income	6,250,970	7,255,579
TV Public Announcements Income	1,488,023.00	979,501
AM Advertising Income	1,723,362	1,472,856
FM Advertising Income	942,768	716,146
AM Messages Income	823,345	733,725
Income From Lottery Draws	573,076	917,635
Programmes Sales	76,255	91,500
Facility Hire	300	300
Video Transfers	31,500	26,018
Income from Event Production	229,583	578,341
TV-Programme Sponsorship	332,169	204,870
FM-Programme Sponsorship	406,046	323,830
Income from Sales of Set Top Boxes	250,737	325,813
Income from Sales of DTT Items	15,217	4,304
Income from Radio Competitions	328,687	222,603
Income from Radio APPs	179,037	95,027
	<b>13,651,075</b>	<b>13,948,046</b>
	<b>2023</b>	<b>2022</b>
	(SCR)	(SCR)
<b>(b) Other Income</b>		
Staff Loan Interest Received	11,888	10,710
Fixed Asset Disposal		
Miscellaneous Incomes	1,040,012	793,840
	<b>1,051,900</b>	<b>804,550</b>

# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

	2023	2022
<b>3. Staff Costs</b>		
	(SCR)	(SCR)
Salaries	48,785,432	43,624,843
Other Allowances	3,492,765	3,724,294
Pensions	2,679,580	2,306,886
Housing Costs	107,340	391,815
Performance Incentive Scheme CEO/DCEO	156,685	155,796
Overtime	4,773,192	4,640,489
Compensations	9,431,719	2,169,613
Gratuities	10,595	2,008,710
Local Accom/Subs	234,344	189,843
Protective Clothing	53,617	68,156
Staff Functions	239,829	363,878
Staff Welfare	158,536	294,354
Non-Exec Directors Fees	622,614	605,233
Consultancy	43,778	
Training	749,584	1,034,056
Recruitments	87,772	64,222
	<b>71,627,381</b>	<b>61,642,186</b>
	2023	2022
	(SCR)	(SCR)
<b>4. Director's Fee</b>		
Directors:		
Mr. Gérard Lafortune (14/06/2017 to date)	96,000	96,000
Mr. Jean Claude Matombé (14/06/2017 to 13/06/2022)		32,600
Ms. Angele Low (14/06/2017 to 13/06/2022)		27,167
Mr. Jean Marc Lablache (14/06/2017 to 13/06/2022)		27,167
Mr. Rene Durup (14/06/2017 to 13/06/2022)		27,167
Ms. Marie Anne Ernesta (14/06/2017 to date)	72,000	66,567
Mr. Harry Tirant (14/06/2017 to date)	60,000	60,000
Mrs. Marion Gendron (14/06/2017 to date)	60,000	60,000
Mr. Michel Pierre (14/06/2022 to date)	60,000	32,833
Mrs. Joanna Nicette (14/06/2022 to date)	60,000	32,833
Mr. Ralph Lablache (14/06/2022 to date)	60,000	32,833
Mr. Audric Govinden (14/06/2022 to date)	60,000	32,833
Ms. Elvina Antha (14/06/2022 to date)	60,000	32,833
Mr. Stanio Sally (15/06/2022 to date)	20,000	15,000
Ms. Valerie Brown (Secretary) (01/09/17 to 15/02/2023)	1,800	12,000
Ms. Mandy Adonis (Secretary) (Temp)		1,200
Mrs. Jeanette Julienne (Secretary) (Temp)		1,200
Ms. Barbara Coopoosamy (01/09/2020 to 14/06/2022)		15,000
Ms. Nella Samson (Secretary) (10/02/2023 to date)	12,814	
	<b>622,614</b>	<b>605,233</b>



## Interim Financial Statement 2023

### Seychelles Broadcasting Corporation

#### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

	2023 (SCR)	2022 (SCR)
<b><u>5. Legal &amp; Professional Fees</u></b>		
Legal & Professional Fees	236,000	90,000
Audit Fees		40,000
	<b>236,000</b>	<b>130,000</b>
<b><u>6. Motor Vehicle Expenses</u></b>		
Motor Vehicle Rentals	607,375	1,027,215
Motor Vehicle Repairs	915,562	805,000
Motor Vehicle Fuel & Lubricants	1,052,197	968,027
Motor Vehicle Insurances	129,349	101,640
Motor Vehicle Licences	77,181	78,647
	<b>2,781,663</b>	<b>2,980,528</b>
<b><u>7. Programming &amp; Production Cost</u></b>		
Indian Ocean Islands Games (I.O.I.G)	1,807,153	
La Digue Feast	52,673	24,653
Radio Roadshows	21,897	126,401
Clothing Allowances	218,314	167,299
Makeup Allowances	61,415	45,312
Facials	119,745	94,020
Music Commissioning	25,000	50,000
Royalties	375,000	350,000
Software Licenses	3,966,141	4,854,653
Subscription Services	667,694	660,158
Programmes Costs	11,805,150	13,648,215
Programmes Commissioning	3,257,221	2,816,586
Radio Apps	1,790,705	1,603,278
SBC Special Events	173,059	429,556
	<b>24,341,167</b>	<b>24,870,131</b>

# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

#### 8. Fixed Asset

##### Depreciation Schedule for the year ended 31<sup>st</sup> December 2023

Assets	Cost	Add's	Disposal	Balance	Depn	Depn B/F	Dep Disp	Prior Year Adjust	Depn C/F	NBV
Land & Building	25,380,691	1,058,924		26,439,615	979,881	21,123,631			22,103,512	4,336,103
Plant & Equipment	128,053,730	4,802,540	-563,638	132,292,632	11,827,374	90,756,872	-563,638		102,020,608	30,272,024
Furnitures & Fixtures	29,270,336	624,239	-1,684,987	28,209,588	1,950,278	27,033,708	-1,684,987	24,704	27,323,703	885,885
Motor Vehicles	7,268,716	925,309		8,194,025	385,956	6,983,817			7,369,773	824,252
WIP	13,216,351			13,216,351		-			0	13,216,351
<b>Total</b>	<b>203,189,824</b>	<b>7,411,012</b>	<b>-2,248,625</b>	<b>208,352,211</b>	<b>15,143,489</b>	<b>145,898,028</b>	<b>(2,248,625)</b>	<b>(24704)</b>	<b>158,817,596</b>	<b>49,534,615</b>



# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

	2023 (SCR)	2022 (SCR)
<b>9. Cash &amp; Bank Balances</b>		
Nouvobanq Current Account	1,191,152	754,875
Nouvobanq Forex Account	231,327	381,660
Cash In Hand	720	
Treasury Suspense Account	671	231
Treasury Revolving Account	43,676	711,474
Cash Imprest - Sales Office	2,750	2,750
Petty Cash Imprest-Praslin	3,000	3,000
Petty Cash Imprest	10,000	10,000
	<b>1,483,296</b>	<b>1,863,989</b>

Funds in the revolving account with the Treasury refer to the capital grants received from the Government in respect of various projects yet to be completed /commenced. It also includes transfers made through the commercial bank account.

### 10. Prepayments & Deposits

Prepayments	1,038,225	1,060,647
Advances to Suppliers	1,319,195	3,294,160
DARO Current Accounts	38,364	38,364
Vohkus Current Accounts	5,232	5,232
On-Air BC Current A/C	13,602	627,101
CTE Digital Broadcast Current A/C	12,893	12,893
Videsh Commercial Current A/C	1,853	1,853
Canford Audio Plc	4,221	1,409
AUCOM (Pty) Ltd	4,206,996	3,767,805
Treasury - 10% Call Account	3,492	3,492
Deposits	225,530	195,530
Treasury Deposit (TX Project)	819,957	819,957
	<b>7,689,559</b>	<b>9,828,442</b>

## Interim Financial Statement 2023

### Seychelles Broadcasting Corporation Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

	2023 (SCR)	2022 (SCR)
<b><u>11. Accounts Receivables &amp; Others</u></b>		
Suspense A/C	21,917	21,917
Accounts Rec Control Account	593,882	824,382
Provision For Bad Debts	(39,564)	(39,564)
Sundry Debtors	387,456	650,641
Staff Loans Control Account	114,887	109,785
VAT Control Accounts	404,105	345,627
	<b>1,482,684</b>	<b>1,912,789</b>
<b><u>12. Accruals &amp; Accounts Payable</u></b>		
Accruals	729,444	1,290,576
Suspense A/C	(3,923)	(3,923)
Accounts Payable Control A/C	700,449	478,197
Sundry Creditors	18,140	14,140
Advances From Customers	716,295	589,175
	<b>2,160,405</b>	<b>2,368,166</b>

Sundry creditors include provision for gratuity in respect of contract staff.

#### **13. Staff Compensation and Gratuity Reserve**

In the opinion of the management the existing provision in the accounts, specifically in the 2023 allocated budget, is NOT sufficient to cover any future payments.

#### **14. Prior year adjustment**

This includes a sum written off to the Profit & Loss Account.



# Interim Financial Statement 2023

## Seychelles Broadcasting Corporation

### Interim Financial Statement

Notes to the Financial Statements,  
For the year ended 31<sup>st</sup> December 2023

#### **15. Capital Employed**

The Seychelles Broadcasting Corporation Act 2011 has not prescribed any limit on the capital structure of the Corporation. The capital employed as at 31<sup>st</sup> December 2023 represents the brought forward balance from the previous years and adjusted for the current years' deficit. It includes:

	As at 1/1/2023	Movement	As at 31/12/2023
<b>Capital Funds</b>	30,258,073	0	30,258,073
<b>Capital Grants</b>	161,344,115	0	161,344,115
<b>Other Grants</b>	9,838,408	0	9,838,408
<b>Staff Compensation</b>	17,324,161	2,471,076	19,795,236
<b>Deficit (Cumulative) per P&amp; L Appropriation</b>	(149,908,062)	14,035,948	(163,944,010)

#### **16. Capital Commitments**

There were commitments of capital nature contracted for and approved by the Members but not actualised as at 31<sup>st</sup> December 2023.

#### **17. Contingent Liabilities**

The Members were not aware of any contingent liabilities existing as at 31<sup>st</sup> December 2023.

#### **18. Grant-in-kind**

Seychelles Broadcasting Corporation has received a Grant in kind from the People's Republic of China for implementing China Aided project of the Seychelles Broadcasting and Television Centre, project price confirmed as RMB 103.64 million (equivalent to SCR 200.6 million) as per the supplementary agreement signed by the SBC and the Agency for International Economic Cooperation of the Ministry of Commerce of the People's Republic of China dated 19<sup>th</sup> November 2018. The project is still under implementation.

# Appendices

- A. PPBB (Programme Performance Based Budgeting) Statement for 2023 Budget**
- B. Summary of Appearances Before the National Assembly**
- C. Chairman's Welcoming Address for the televised World Freedom Day debate**
- D. TV Programmes aired in 2023**
- E. Radio Programmes aired in 2023**
- F. Staff Trainings Metrics**
- G. Policies and Guidelines**
- H. Recruitment Statistics**



## A. PPBB Statement for 2023 Budget

### Seychelles Broadcasting Corporation

#### 1. Budget Summary

Consolidated Position SR'000s	2023			2024	2025	
	Total to be appropriated	Compensation of Employees	Use of Goods and Services	Capital	Forecast	Forecast
P1:Governance, Management and Administration	55,228	11,388	17,728	26,113	30,997	30,009
P2:Broadcasting services	65,573	50,462	15,111	-	67,411	67,645
<b>Total</b>	<b>120,801</b>	<b>61,849</b>	<b>32,839</b>	<b>26,113</b>	<b>98,408</b>	<b>97,654</b>

#### 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 2021 and 2022

- Increased the quantity of local programmes, with addition of new programmes to existing inventory of both television (TV) and radio;
- Sustained the SBC's impressive growth in multimedia and online platforms, specifically the increase in subscribers to our YouTube Channel and followers on our Facebook page;
- Launched the SBC's Audio-on-Demand Service;
- Published the SBC's first ever annual report, covering the period 2017 to 2021;
- Issued and implemented important policy documents namely: Policy on Identifying of Persons Arrested in Criminal Cases, Policy on Faith-based Contents, Policy for Press Conferences, and Policy on Air-time Quota for Political Parties;
- Continued to identify and mitigate risks on the SBC Broadcast House project; and
- Made credible progress on some strategic endeavours, namely: feasibility study of the Amplitude Modulation (AM) radio service, Frequency Modulation (FM) transmitters upgrade and moving Radyo Sesel to FM, Digital Terrestrial Television (DTT) headend systems upgrade, digitisation of the analogue archives, and providing an Over-The-Top (OTT) service.

##### Current Challenges

- Insufficient local content to satisfy the public's expectations and insufficient content generally to sustain three SBC channels in the DTT era;
- Insufficient funding or revenue to increase the quality and quantity of programmes;
- Various other content providers, local and online, offering varied alternatives to a demanding and sophisticated Seychellois public;
- Insufficient funding space to retain new talents and skillsets and to allow for proper succession planning;
- Significant operational and capital expenditure costs which will be incurred with the new SBC House;
- Maintaining or increasing revenue for the Corporation;
- Insufficient funding, limiting the Corporation's ability to achieve its Strategic Objectives;

## PPBB Statement for 2023 Budget

- Revamp and modernise our infrastructure:
  - Ensure proactive oversight of the completion of the new SBC Broadcast House project, including making sure that risks identified, especially in the Machinery, Electrical, Plumbing (MEP) schedules, are adequately mitigated and finishing works are to acceptable standards, ensuring a workplace and facilities that are fit for purpose and future-proofed;
  - Modernise our FM Radio Transmitters;
  - Relocate and improve the A.M. (Medium Wave) Radio Transmitter infrastructure;
  - Ensure a modern, efficient, and resilient IT and Video broadcast network set- up; and
  - Improve our lives outside broadcast capabilities;
- Improve SBC’s financial situation:
  - Increase our revenue: Pursue revenue opportunities, including providing a Video-Audio-on-Demand subscription service, improved sponsorship of productions and live outside broadcasts;
  - 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; and
  - Funding: foster a better understanding from Government on the funding requirements of the Corporation, enabling better medium-term budget;
- Reinforce stakeholders’ engagement:
  - Improve audience engagement and retention;
  - 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; and
  - Maintain continued engagement with Government and other stakeholders on the strategic objectives of the Corporation and its challenges; and
- Strengthen Governance:
  - Ensure amendments to the SBC Act that strengthen the independence of the SBC;
  - Maintain continuity in the Corporation’s administration, namely overlap in Board members’ appointments;
  - Continue to produce and publish necessary internal policies and procedures, that reinforce transparency and accountability; and
  - Put in place Risk Management and Internal Audit frameworks.

### 3. Budget Overview

#### Revenue

**Table 1. Revenue**

SR'000s	2021	2022		2023	2024	2025
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>Consolidated Fund</b>	<b>92,903</b>	<b>132,731</b>	<b>108,444</b>	<b>120,801</b>	<b>98,408</b>	<b>97,654</b>
Main appropriation	92,903	132,731	108,444	120,801	98,408	97,654
<b>Total</b>	<b>92,903</b>	<b>132,731</b>	<b>108,444</b>	<b>120,801</b>	<b>98,408</b>	<b>97,654</b>



## PPBB Statement for 2023 Budget

- 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;
- Delays in strategic projects, namely moving Radyo Sesel onto FM frequencies, archives digitisation and deployment of an OTT Service;
- Obsolescence issues with the DTT set-up with ongoing risks, including end of support for head-end equipment;
- An ageing and deteriorating SBC vehicle fleet, incurring increasing defective maintenance costs, and posing a safety and welfare risk to staff; and
- Delays in the building of the new SBC House, and consequent maintenance, operational and staffing challenges of the Hermitage building.

### Strategic Priorities 2023 to 2025

- Improve the quality and audience appeal of SBC's output:
  - Improve the quality of our local content, particularly News and Current Affairs programmes and live outside broadcasts;
  - Increase the quantity of local content by developing new programme formats and commissioning more local programmes from external producers;
  - Repurpose our audio-visual archives contents into new, compelling, relevant programmes; and
  - Acquire more compelling and varied foreign programmes;
- Reinforce the SBC's role in the 4<sup>th</sup> pillar of our democracy, and put more emphasis on our Inform and Educate mandates:
  - Produce more insightful factual and current affairs programmes;
  - Introduce new programme formats with a view to educate and inspire, our Youths in particular; and
  - Improve collaboration with Civil Society Organisations, Non-Governmental Organisations (NGOs) and other stakeholders, especially towards ensuring that our nation is better informed and educated on pertinent issues related to their respective mandates;
- Continue to move our Public Broadcaster into the digital era thereby helping to assure its long-term relevance and future:
  - Provide an OTT broadcast service via the internet, which will include streaming, catch-up and Video-on-Demand (VOD) services;
  - Digitise SBC's Video and Audio Archives;
  - Continue to improve SBC's multimedia services and online presence via the SBC Radio Apps, Facebook, Website, and other online platforms;
  - 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;
  - Invest in modern broadcast technologies and equipment that will help to improve efficiency, delivery, and quality of services; and
  - Increase the internet bandwidth available to SBC, whilst reducing the cost per MB;
- Develop, optimise and incentivise our staffing resource:
  - 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;
  - Rationalise and optimise SBC's human resources through multi-skilling and putting emphasis on performance and productivity;
  - 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; and
  - Acquire modern technology and tools that improve efficiency, collaboration, and communication;

# PPBB Statement for 2023 Budget

## 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*: Manages financial resources according to accounting standards and provides administrative and human resources support; and
- *Sub-programme 2 Sales and Marketing*: Generates and collects revenue and provides 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	Increase in the commercial sales revenue					
Outcome Indicator	2021		2022	2023	2024	2025
	Target	Actual	Target	Target	Target	Target
<b>SP2: Sales and Marketing</b>						
1. Annual total sales revenue	11,000,000	10,047,395	14,600,000	17,100,000	19,300,000	22,500,000

### Programme Expenditure

**Table 5. Consolidated programme expenditure estimates**

SR'000s	2021 Estimated Actual	2022		2023	2024	2025
		Budget	Revised Budget	Budget	Forecast	Forecast
<b>Programmes</b>						
SP1: Finance, Administration and Human Resources	23,413	55,284	30,997	52,747	28,462	27,468
SP2: Sales and Marketing	2,092	2,140	2,140	2,481	2,535	2,540
<b>Programme Total</b>	<b>25,505</b>	<b>57,424</b>	<b>33,138</b>	<b>55,228</b>	<b>30,997</b>	<b>30,009</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>25,456</b>	<b>26,338</b>	<b>26,338</b>	<b>29,115</b>	<b>29,747</b>	<b>30,009</b>
<b>Compensation of Employees</b>	<b>11,667</b>	<b>11,506</b>	<b>11,506</b>	<b>11,388</b>	<b>11,699</b>	<b>11,664</b>
Wages and Salaries in Cash	11,667	11,506	11,506	11,388	11,699	11,664
Wages and Salaries in Kind	8	120	120	216	216	216
<b>Use of Goods and Services</b>	<b>13,789</b>	<b>14,832</b>	<b>14,832</b>	<b>17,728</b>	<b>18,048</b>	<b>18,344</b>
Office Expenses	9,266	9,314	9,314	11,743	12,040	12,372
Transportation and Travel cost	311	180	180	180	185	189
Maintenance and Repairs	107	416	416	305	314	321
Materials and Supplies	55	170	170	221	228	233
Other uses of Goods and Services	4,042	4,631	4,631	5,062	5,065	5,014
Minor Capital Outlays	-	-	-	-	-	-



# PPBB Statement for 2023 Budget

## Consolidated Expenditure Estimates

**Table 2. Consolidated expenditure estimates**

SR'000s	2021	2022		2023	2024	2025
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>Programmes</b>						
P1: Governance, Management and Administration	25,505	57,424	33,138	55,228	30,997	30,009
P2: Broadcasting services	67,398	75,306	75,306	65,573	67,411	67,645
<b>Programme Total</b>	<b>92,903</b>	<b>132,731</b>	<b>108,444</b>	<b>120,801</b>	<b>98,408</b>	<b>97,654</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>92,854</b>	<b>101,644</b>	<b>101,644</b>	<b>94,688</b>	<b>97,158</b>	<b>97,654</b>
<b>Compensation of Employees</b>	<b>58,507</b>	<b>56,986</b>	<b>56,986</b>	<b>61,849</b>	<b>63,388</b>	<b>63,148</b>
Wages and Salaries in Cash	58,507	56,986	56,986	61,849	63,388	63,148
Wages and Salaries in Kind	8	120	120	216	216	216
<b>Use of Goods and Services</b>	<b>34,347</b>	<b>44,658</b>	<b>44,658</b>	<b>32,839</b>	<b>33,769</b>	<b>34,506</b>
Office Expenses	11,964	12,358	12,358	14,982	15,373	15,778
Transportation and Travel cost	1,893	1,735	1,735	2,067	2,127	2,173
Maintenance and Repairs	2,109	2,237	2,237	2,241	2,306	2,356
Materials and Supplies	362	575	575	626	645	659
Other uses of Goods and Services	12,564	10,566	10,566	10,407	10,804	9,724
Minor Capital Outlays	5,447	17,066	17,066	2,300	2,300	3,600
<b>CAPITAL EXPENDITURE</b>	<b>49</b>	<b>31,087</b>	<b>6,800</b>	<b>26,113</b>	<b>1,250</b>	<b>-</b>
Non-financial Assets	49	31,087	6,800	26,113	1,250	-
<i>Building and Infrastructure</i>	49	31,087	6,800	26,113	1,250	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>92,903</b>	<b>132,731</b>	<b>108,444</b>	<b>120,801</b>	<b>98,408</b>	<b>97,654</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 2023	Funding 2024	Funding 2025
P2: Broadcasting Services	Revision of Scheme of Services for News Room & Radio Production & Engineering	Develop, Optimise and Incentivise our Staffing Resource	To encourage valuable contributions and retain specific talents within the Corporation. Implementation of revised Scheme of Services.	PSIP	-	-	-
				Compensation of Employees	615	615	615
				Goods and Services	-	-	-
				Minor Capital Outlays	-	-	-
				<b>Total</b>	<b>615</b>	<b>615</b>	<b>615</b>

## PPBB Statement for 2023 Budget

Contributing indicators	2021		2022	2023	2024	2025
	Target	Actual	Target	Target	Target	Target
<b>SP2: TV and Radio programmes</b>						
3. Programmes broadcasted as first run on SBC1 (Annually)	12,000	11,530	14,000	12,000	12,500	13,000
4. Total minutes of locally produced commissioned TV programmes broadcasted as first run on SBC1 (Annually) without BZS	N/A	N/A	10,000	12,000	14,000	16,000
<b>SP3: Technology and Technical Services</b>						
1. Number of Radio Apps subscribers (Radyo Sesel & Paradise FM combined)	14,000	16,000	18,000	20,000	25,000	38,470
2. Number of paying subscribers for our VOD platform	14,000	-	18,000	2,000	3,000	5,000

### Programme Expenditure

**Table 7. Consolidated programme expenditure estimates**

SR'000s	2021	2022		2023	2024	2025
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>Programmes</b>						
SP1:News Current Affairs and Sports	9,957	10,370	10,370	13,097	13,329	13,487
SP2:TV and Radio programmes	22,565	20,439	20,439	21,780	22,434	21,318
SP3:Technology and Technical Services	34,876	44,497	44,497	30,696	31,648	32,841
<b>Programme Total</b>	<b>67,398</b>	<b>75,306</b>	<b>75,306</b>	<b>65,573</b>	<b>67,411</b>	<b>67,645</b>
<b>Economic Classification</b>						
<b>CURRENT EXPENDITURE</b>	<b>67,398</b>	<b>75,306</b>	<b>75,306</b>	<b>65,573</b>	<b>67,411</b>	<b>67,645</b>
<b>Compensation of Employees</b>	<b>46,840</b>	<b>45,480</b>	<b>45,480</b>	<b>50,462</b>	<b>51,689</b>	<b>51,484</b>
Wages and Salaries in Cash	46,840	45,480	45,480	50,462	51,689	51,484
Wages and Salaries in Kind	-	-	-	-	-	-
<b>Use of Goods and Services</b>	<b>20,558</b>	<b>29,826</b>	<b>29,826</b>	<b>15,111</b>	<b>15,722</b>	<b>16,161</b>
Office Expenses	2,699	3,043	3,043	3,239	3,333	3,406
Transportation and Travel cost	1,582	1,555	1,555	1,887	1,941	1,984
Maintenance and Repairs	2,002	1,821	1,821	1,936	1,992	2,035
Materials and Supplies	306	405	405	405	417	426
Other uses of Goods and Services	8,522	5,936	5,936	5,345	5,739	4,710
Minor Capital Outlays	5,447	17,066	17,066	2,300	2,300	3,600
<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>67,398</b>	<b>75,306</b>	<b>75,306</b>	<b>65,573</b>	<b>67,411</b>	<b>67,645</b>



## PPBB Statement for 2023 Budget

SR'000s	2021	2022		2023	2024	2025
	Estimated Actual	Budget	Revised Budget	Budget	Forecast	Forecast
<b>CAPITAL EXPENDITURE</b>	<b>49</b>	<b>31,087</b>	<b>6,800</b>	<b>26,113</b>	<b>1,250</b>	<b>-</b>
Non-financial Assets	49	31,087	6,800	26,113	1,250	-
<i>Building and Infrastructure</i>	49	31,087	6,800	26,113	1,250	-
<i>Machinery and Equipment</i>	-	-	-	-	-	-
<i>Other Fixed Assets</i>	-	-	-	-	-	-
<i>Non-produced Assets</i>	-	-	-	-	-	-
<b>Total</b>	<b>25,505</b>	<b>57,424</b>	<b>33,138</b>	<b>55,228</b>	<b>30,997</b>	<b>30,009</b>

### 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; schedules and transmits 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					
Contributing indicators	2021		2022	2023	2024	2025
	Target	Actual	Target	Target	Target	Target
<b>SP1: News, Current Affairs and Sports</b>						
1. Types of current affairs programmes on TV from Newsroom. (Not including Newscasts) (On average per month)	5	7	4	4	5	5
2. Number of live local sports programmes on TV (on average per month)	4	0.7	3	3	4	5
<b>SP2: TV and Radio programmes</b>						
1. Number of Local TV programmes produced internally	-	28	25	25	25	25
2. Number of Local TV programmes commissioned externally	N/A	N/A	10	30	32	35

## B. Summary of Appearances before the National Assembly

### Budget debate - November 2023

As part of the annual 'budget defense', CEO Duprès answered questions from the National Assembly members during the session on the 24th November.

MNAs' questions covered various aspects of the SBC's operations and services, such as content related matters, the progress and challenges of the SBC house project, and staff related matters, among others.

The CEO faced a series of questions on various aspects of the news production and quality. He defended the reporting of 'negative' events, asserting that there are also numerous positive stories that the SBC reports upon. He pointed to human-interest stories that showcased positive aspects of the society.

He stated that when we say 'negative impact,' we should clarify to whom and why.

He explained the process of reviewing news reports involved different layers of oversight, including the new cadre of reviewing editors. He claimed that this has resulted in a decrease in editorial and audio-visual issues with the news reports.

The CEO also addressed the issue of censorship and denied that there were any directives to prevent journalists from interviewing certain individuals, namely politicians.

He acknowledged the feedback that some programmes lacked moral values or balance, and said that the SBC is open to constructive criticisms for improvement.

On the statement that some news stories are one-sided, CEO Duprès admitted the challenge of following-up on news stories when some entities were not available or willing to engage with the broadcaster.

He stressed the importance of training for journalists and mentioned the collaboration with UniSey for the diploma in journalism course, which had low enrolment for its second iteration. He also said that the broadcaster provided in-house training and learning from mistakes as ways to improve the quality of journalism. He lamented the loss of experienced journalists who left the broadcaster for various reasons, such as better salaries, work-life balance, stress and criticism.

He concluded by saying that journalism was a vocation and not a profession,

The CEO also addressed some of the issues and challenges facing the organisation, especially regarding the construction of the new SBC House. The building, which was supposed to be completed by 2020, has faced several delays and is now expected to be handed over in May 2024. The CEO explained that the delays have allowed SBC to assess and mitigate some of the risks involved in the project, such as technological obsolescence and environmental impact.

He also gave reassurance that SBC has been working to mitigate the running costs of the new facility and to explore ways to generate revenue from it. However, he emphasised that SBC's primary focus is on producing quality content for its audiences and that any income from advertising and over-the-top (OTT) services should be reinvested in productions of programmes.

Regarding the parking situation at SBC House, he admitted that this was a source of much concern for the SBC. He stated that the SBC does not have the funds to build a permanent parking lot across the road, which would also pose safety issues for pedestrians. He said that an interim parking area has been identified next to the building, on a plot of land belonging to the Ministry of Agriculture, but that transfer of ownership remain unresolved.

In his response to a question from the MNA for English River, he confirmed that SBC has considered and proposed a public-private partnership to the Government to address the parking issue in the long term. He also confirmed that the old Hermitage building, which currently houses the SBC's operations, will be returned to the government once SBC House is fully operational.

The CEO answered questions about the terms and conditions of employment for SBC's staff. From a question from the MNA for Anse Boileau, around Schemes of Service, he confirmed that the indeed Schemes of Service reviews have to be done in phases, both because these are being reviewed internally by SBC Management, which takes time, and because funding are not necessarily available to implement the revised schemes. Consequently, the priority is for benchmarking salaries, as a result of the Public Service Salary review, and to realign those who fall below the benchmark, rather than comprehensive salary increases.

Responding to a question posed by the MNA for Au Cap on how SBC intends to keep up with the government's economic transformation agenda, the CEO stressed on the importance of strengthening the relationship with the government, as part its public service mandates to inform and educate.

He referred to the recent SABA (Southern Africa Broadcasting Association) AGM, where one of the key recommendations was a call for a more professional working relationships between the Governments and the National Broadcasters.

The CEO referred to the stakeholders' meeting that SBC organised early in 2023 for Public Service entities, where it was reiterated that PR and Communications officers of these respective MDAs (Ministries, Departments and Agencies) can do a better job in promulgating their programmes and messages and collaborate better with the SBC in doing so. The CEO asserted that: "We can do better, together".

Following a 2-hour discussion, 16 MNAs voted for, four abstained and no one voted against, to give SBC its budget for 2024.



Photo: CEO Duprès and Head of Finance Ms. Horace defending the SBC budget in the National Assembly.



## Appearances before the National Assembly

### Questions for Oral Answers - July 2023

CEO Bérard Duprès appeared before the National Assembly, on the 11th of July, to address a question posed to the Minister of Information regarding the percentage of local productions on SBC television produced by its full-time staff versus sourced from outside.

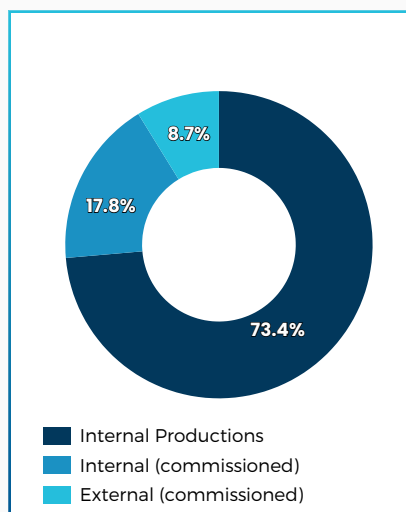
In his response, CEO Duprès provided a comprehensive breakdown of the local TV productions statistics for 2022.

He reported that there were a total of 134 hours of local productions by full-time SBC producers, representing 74% of the total local TV productions, encompassing 14 different shows and their associated episodes.

Additionally, he explained that SBC purchased 33 hours of programmes from outside producers, accounting for 18% of the total local TV productions, which included 3 different shows and their episodes. Furthermore, 16 hours of programming were purchased from full-time SBC producers, making up 9% of the total local TV productions, covering 2 different shows and their episodes.

CEO Duprès clarified that local television production includes three categories: internal productions by SBC producers, programmes commissioned to outside producers, and productions commissioned to SBC producers.

Specifically, internal productions by SBC producers amounted to 133.5 hours, productions commissioned to outside producers was 32.3 hours, and productions commissioned to SBC producers was 15.5 hours. He noted that these statistics exclude other local content such as news, sports, and live broadcasts like Bonzour Sesel.



**CHART** Percentage of hours of local television productions in 2022

Accounting for the first six months of 2023, CEO Duprès specified that there were a total of 75 hours of local productions by full-time SBC Producers, representing 59% of the total local TV productions, covering 14 different shows and their episodes.

He added that, SBC also purchased 30 hours of programmes from outside producers, accounting for 24% of the total local TV production, which included 8 different shows and their episodes. Additionally, 22 hours of programmes were purchased from full-time SBC producers, representing 15% of the total local TV production, covering 7 different shows and their episodes.

Addressing the second part of the question regarding payments to full-time staff for producing programmes outside of their working hours, CEO Duprès explained that there are two categories of full-time workers involved in such productions: those who do full commissioning and those who do partial commissioning.

For full commissioning, where the producer covers all production costs without using SBC resources and submits a programme ready for broadcast, the producer is treated like an outside producer, with applicable tariffs for each genre of programme.

These rates are publicly available on SBC's website.

For partial commissioning, where the producer uses SBC resources, a cost per Episode is agreed upon with the producer.

For the first 6 months of 2023, the total payouts for full commissioning amounted to SR1,938,225, with SBC staff receiving SR543,320 and outside producers receiving SR1,394,905.

For partial commissioning, the total payouts were SR2,337,825, with SBC staff receiving SR669,520 and outside producers receiving SR1,668,305.

**Payouts for Commissioned Programmes**

	2021			2022			Jan-June 2023		
	SBC staff	External	Total	SBC staff	External	Total	SBC staff	External	Total
Full	38,000	2,332,150	<b>2,370,150</b>	920,180	1,671,850	<b>2,592,030</b>	543,320	1,394,905	<b>1,938,225</b>
Partial	213,250	632,175	<b>845,425</b>	299,620	721,725	<b>1,021,345</b>	126,200	273,400	<b>399,600</b>
Total	<b>251,250</b>	<b>2,964,325</b>	<b>3,215,575</b>	<b>1,219,800</b>	<b>2,393,575</b>	<b>3,613,375</b>	<b>669,520</b>	<b>1,668,305</b>	<b>2,337,825</b>
Percentage	8%	92%		34%	66%		29%	71%	

**TABLE** Total Payouts for Full and Partial Commissioning (2021-2023)

## C. Welcoming Address for the televised World Freedom Day debate, on 4th of May, by Chairman of SBC Board, Gérard Lafortune

Panelists,  
Members of the audience,  
Ladies and gentlemen,

I welcome you and thank you for responding to the call to participate in this programme today, on the occasion of World Press Freedom day.

This year marks 30 years since the United Nations adopted May 3rd as Press Freedom Day.

This year also marks 30 years since the Seychellois people adopted their constitution of the 3rd Republic on 18th June 1993.

This constitution was founded on democratic principles, and it was intended to transform Seychelles from a single-party political system to a democratic, multi-party country. All democracies are underpinned by four major pillars: the executive, legislative, judiciary, and the press or media. All four pillars must function independently of each other, without undue influence from one another.

A democratic government is a government by the people for the people. It is the people who elect their leaders and empower them to work for the benefit of all citizens.

In order for the people to know about their leaders' actions, what interests they are taking and plans for the future, an independent media is essential.

what work their leaders are doing, what interests they are taking, what their plans for the future, it is essential that an independent media keep them well informed.

It is necessary that the media balance all points of view.

It is also necessary that the media avoids becoming a mouthpiece for any of the other branches.

A government that controls the media can control the mind of its people. We are familiar with extreme cases like North Korea where the media is strictly controlled. Even access to foreign news is not allowed.

By controlling the media, a government can violate the rights of its citizens including the right to life, freedom of expression, freedom of conscience, freedom of movement, the right to protection under the law and all other fundamental rights mentioned in the preamble of our constitution.

But it is not just a government that can have influence on the media. Other groups that have no agenda such as religious groups, political parties and others, can also exercise pressure on the media to support their agenda.

Since 1993, Seychelles has made great progress in the field of media freedom. One of the key moments of this advancement was on the 3rd October 2006 when a protest occurred before the National Assembly against the government's approach to preventing political parties from having vested interest in radio stations. Several people, including the then leader of the opposition, Mr. Wavel Ramkalawan and Mr. Jean-Francois Ferrari, an opposition member, were beaten by police force. They were beaten because they advocated for a free media that is not state-controlled.

As a result of this incident, a commission of investigation was established, and its report made several recommendations to make the national media, SBC, independent.

These recommendations have been gradually implemented and the last amendments to the law were made in 2017.

Following all these advances, in 2022 Seychelles was ranked 13th in the world with more press freedom. This was a remarkable position.

This position showed that Seychelles is a country where freedom of expression through the media is greatly respected. As the message for this day says, "a free media supports other human rights". The UN Secretary-General also said on this occasion that when freedom of expression is in danger, all our rights that are in danger.

However, must remain vigilant. There will always be pressure on the media from different groups who wish to use the media in their interests.

We even see in many democratic countries, where newspapers, television stations, or radio station are often associated with one political party or another, or with movements for legalising cannabis or one who wants to control it; another with a movement that believes in global warming or someone who tells you this is a normal phenomenon.

A few days ago, while preparing my remarks for today I wrote the following sentence: "When you rise so fast and you reach such a high position like Seychelles is, the greatest risk is falling. For you to fall, there must be a degradation in press freedom and that risk is ever-present."

The entire list of the 2023 press freedom rankings had not yet been released. What we see today is that in one year, Seychelles has fallen by 21 positions from 13th to 34th in the world.

After all that has happened in the media in the last year, it is not surprising that we have fallen. Although it is true that we are still very high on the ladder, the risk of falling even lower remains.

The responsibility therefore lies with the members of the media to do their work in a fair and responsible manner, not to prioritise certain interests over others, not to tolerate lies, to seek credible information and to keep the people well informed.

The responsibility also lies with those in power in the country to respect the media in general and journalists in particular, at a time when many pressures and threats are being placed on journalists around the world.

This will ensure that the media in Seychelles remains free, that public opinion continues to be brought forward, that issues of national importance are discussed, and that transparency continues to be upheld within the democratic system that this nation has adopted.

I hope that these few words of reflection will serve as a good starting point for the discussions that will follow.

Thank you, and I wish all participants a fruitful debate.



## D. TV Programmes aired in 2023

### In-House Productions

Programme Title	Producer(s)
Tête à Tête	Ivans Andre
Tremolo	All Producers
Tourizm nou Biznes	Fatimih Renaud
Ziltune	Hubert Clarisse & Hubert Alexis
Toptunes	Hubert Clarisse & Hubert Alexis
Lakwizin	Hubert Clarisse
4° Sid	All Producers
National Schools Quiz Championship	Sherlyn Desaubin
My Retro Music	Julianne Auguste
Senm Laglwar	Patrick Hoareau
Kwen Tapi	Angelin Marie
Rekolt	Rodney Maria
Nou Lanvironman, Nou Planet	Barbara Hoareau
Konesans	Melissa Pool
Parmi Bann Zetwal	Clifford Alexis
Valer ou Lasante	Melissa Pool
Lopinyon	Jude Louange, Fabienne Fardial
Bonzour Sesel & Topik Konversasyon	Carol Andriamaro, Sylvie Ah-Time
Zil Pros an Mouvman	Barbara Hoareau
Paradise FM Chart Attack	Graphics Team
Dyalog an Direk	Marie-Claire Elizabeth

### Festive Content

Programme Title	Producer(s)
The Office Choir: Sing for Charity	Gervais Pillay, Barbara Hoareau, Sherlyn Desaubin
Lakwizin Spesyal	Hubert Clarisse
My Retro Christmas Special	Julianne Auguste
Ziltune Spesyal	Hubert Clarisse & Clifford Alexis
Reveyon	All Producers

### Commissioned Programmes

Programme Title	Producer(s)
Amplify 101	James Dupres
Laflanm (series 2)	Aslan Padayachy
Poetik	Jean-Yves Julie
Ekoute Ou a Konnen	Trevor Bristol
Dishes from Fishes	Delroy Finesse
Mon Tousel lo en Zil	Raymond Clarisse
Dokimanter: Koneksyon	Bertrand Tirant

## E. Radio Programmes aired in 2023

### Radyo Sesel Programmes

Programme Title	Producer(s)
Lekonomi Ble	Latifa Constance
Oli Zot ` konmela	Latifa Constance
Fanm dan Sosyete	Latifa Constance
Nouvote	Michelle Barreau
Mon Ekkrir	Michelle Barreau
Kote tou ti konmanse	Michelle Barreau
	Sabrina Joanneau
Dan mon prop mo	Sabrina Joanneau
Artis in Sante	Sabrina Joanneau
Mozaik	Lindy Servina
Laz Dor	Lindy Servina
Lendistri Touris	Lindy Servina
An Fanmiy	Jean-Paul Micoock
Mon Valer Mon Lavi	Jean-Paul Micoock
Nou Lekonomi	Harry Barbe
Konsej Pratik	Harry Barbe
Nou ledikasyon ozordi nou fitir demen	Marie Claude D'Unienville
Studio Clinic	Marie Claude D'Unienville
Open Microphone	Marie Claude D'Unienville
Eksepsyonelman Kapab	Carol Nicette
Nou Lanvironman	Carol Nicette
Zenn enspir zenn	Carol Nicette
Lagrikiltir dan Sesel	Carol Nicette

### Radyo Sesel Shows

Title
Lunchtime Randevou
Sware kreol avek Radyo Sesel
Alo les Ziles
Weekend Cafe

### Paradise FM Shows

Programme Title	Producer(s)
Love Struck	Chantal Barbe (Chanty)
La Belle Vie	Chantal Barbe (Chanty)
En pti pe dan tou	Marcus Mondon (Cusmun)
Breakfast Show	Emma Laporte & Julian Basset
Saturday Breakfast	Emma 'EMS' Laporte
Afro beat with Ems	Emma 'EMS' Laporte
BOEING 936	Julian 'JDA' Basset
Chat lo sa Rhythm	Julian 'JDA' Basset
Partners in Rhyme	Colin 'ORIJ' Aglae & Fatima 'Queenly' Traore
The Level Up Cruise	Colin 'ORIJ' Aglae & Chantal 'Chanty' Barbe
Paradise FM Chart Attack	Colin 'ORIJ' Aglae
Club-i-litious Mix	Fatima 'Queenly' Traore
MicLive	Fatima 'Queenly' Traore
Tripotaz	Fatima 'Queenly' Traore
Saturday Brunch with Henrico	Henrico Ernesta
100% Soleil	Derrick Young-Khon
Kouler Tropik	Nathalie Rose
Vibrasyon Kreol	Nathalie Rose & Lindy Servina
The Throwback Zone	Betymie Bonnelame
Reggae and Sports	Betymie Bonnelame
Sunday Classic Gold	Jude Louange



## F. Staff Trainings Metrics

### Overseas and Online Trainings

Training Activity	Dates	No. of participants
Celebrating a world of sounds (Web-summit)	16 February	4
The 3rd OTT Streaming Platforms And Content Management - Africa 2023	21 - 22 February	2
Webinar on "Artificial Intelligence Application in Broadcast and Media" and on "The role of radio in helping people in critical situations"	14 March	4
Webinar on "Artificial Intelligence Application in Broadcast and Media" and on "The role of radio in helping people in critical situations"	14 March	4
Roundtable - PSM Unpacked: Youth Engagement & Education (Online)	23 March	2
Capacity building workshop on "Digital Investigative Journalism" in Namibia - Namibia	28 - 29 June	1
Broadcasting and Media: Exploring Content Creation for Digital Radio Broadcasting - South Africa	4 - 5 July	2

### In-House and other Local Trainings

Training Activity	Dates	Participants
How and when to use graphics in News	January	News Team
MS365 Teams – Interactive training session for Leadership Cadre	15 February	24
MS365 Training for Office Assistants	9 March	14
PTZ Camera Training	6 - 10 March	14
Workshop on Content Processing and Quality control	16 March	15
Report Writing Skills	24 - 28 March	1
Digital Audio Mixer training	10 - 22 April	8
Training for Drone Operators with Daren Julie	July	2
Advanced SQ6 Digital Audio Mixer Training with Daren Julie	July	3
Camera Training with Vincent Joseph	11 - 22 September	6
DSLR Training with external trainer Thomas Lemoullec	2 - 13 October	11
Training in Storytelling with external trainer Aurelie Constant	9 October	8
Mindset Training with Mr Timothy Sinon - TGMI	18 - 19 October	21
Workshop Going Beyond the 5 W's: Diving deeper and gaining more context in journalistic stories (US Embassy in collaboration with Unisey)	13 October	4
Headend Training by AUCOM	20 November - 4 December	Engineering Team
Brainstorming and Visioning Exercise for TV Production team by Graig Francourt	27 November	TV Production Team

### Comparison in number of trainings from 2019

Number of training activities over the years 2019 - 2023					
	2019	2020	2021	2022	2023
Total number of overseas training	15	6	20	20	7
Number of participants who went overseas for training	17	5	2	9	7
Total number of in-house/local training	31	19	17	25	16
Number of participants for in-house/local training	184	100	69	90	137*

[137\* approximately as some training activities were specific to one particular section whereby the whole team attended]

## Overseas and Online Training: Participation

Departments	Number of Staff	
	Overseas	Online
Radio Programmes	3	7
Newsroom	1	0
Technology	1	0
TV Programmes	1	0
Multimedia	1	0

## Trainings: Participant Analysis

Departments	Number of Staff
Technology	Whole team
Engineering	Whole team
Leadership cadre	All
Scheduling & Transmission	Whole team
Newsroom	15
Marketing	2
TV Production	Whole team
Operations	Whole team
Administration	1
Radio Production	5
Office Assistants	All

## G. Policies and Guidelines

Policies and Guidelines issued in 2023		
Reference Number	Description	Date Issued
SBCPOL-02	Commissioning Rates	June 2023
HRPOL-07	Driving Policy and Procedures	December 2023

## H. Recruitment Statistics

### Recruitment: Full-Time roles

Departments	Positions	Number of Staff
Newsroom	Trainee Journalists	5
Support Services	Assistant Storekeeper	1
HR & Administration	Housekeeper	1
Support Services	Technical Operators	2
Radio Programmes	Radio Producers	3 (2 Radyo Sesel & 1Paradise FM)
Engineering & Technology	Manager – Engineering	1
Engineering & Technology	Electrical Technician	1
Engineering & Technology	Engineering Technicians	2
Engineering & Technology	Broadcast & Enterprise Technology Officer	1
Engineering & Technology	Rigger	1
Learning & Standards	Learning & Standards Officer	1
Multimedia	Marketing & e-Multimedia Officer	1

### Recruitment: Part-Time roles

Departments	Positions	Number of Staff
Newsroom	Sports Journalist	1
Newsroom	News Presenters (Bonzour Sesel)	8
HR & Administration	Telephone Operator/Office Clerk	1
HR & Administration	Security Officer	1
Media Asset Management	Radio Archiving Assistants	2

### Recruitment: Fixed-term contracts

Departments	Positions	Number of Staff
TV Programmes	Executive Producer-Dyalog An Direck	1
TV Programmes	Director/Editor National School Quiz 2023	1
TV Programmes	Executive Producer -Lopinyon	1
TV Programmes	Executive Producer Bonzour Sesel	1





## Questions and Information



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