SABC PERFORMANCE
Service Delivery Environment

Service Delivery

The South African environment is already showing signs of the broadcasting ecology and broadband-enabled technologies merging to create a more complex, much broader audience for media consumption. While this new ecosystem shows an expanded base of players, devices and a global menu of content, this does not suggest that traditional television will disappear. There will, however, be continued pressure from the emerging alternatives.

The SABC operates in a dynamic multi-medium media industry which encompasses broadcasting (television and radio), telecommunications (wireless application service provision) and digital media (internet, mobile and social media). All these media platforms are commonly dependent on content acquisition and distribution as well as various forms of funding.

The SABC as the Public Broadcaster also engages with a number of key stakeholders as part of its operations. The aim of the SABC’s stakeholder engagements is to involve entities, institutions or groups who may be affected by the decisions the Corporation makes or that can influence the implementation of its decisions.

Three key industry driving forces

According to various sources (PricewaterhouseCoopers, World Wide Worx, Deloitte), there are three key industry driving forces that continually change the broadcasting industry landscape:

- Market regulation and deregulation – ICASA and the Department of Communications need to regulate and deregulate the market landscape in order to introduce new players resulting in an increased competitive landscape. Various government departments need to regulate advertising of certain products to various consumer groups resulting in reduced advertising and/or marketing spend.

- Advent of new technologies – the introduction of various social media platforms and other technological advancement (STBs, DTT, DTH etc.) will result in an increased consumer choice, competitive landscape and fragmented audience.

- Consumer demand and changed media consumption patterns – market deregulation as well as the advent of new technologies has resulted in the change of consumer media consumption patterns whereby the consumer has been empowered to engage with content, when and how the consumer wants, leading to a fragmented audience landscape.

As part of the SABC’s continuous monitoring and reviewing of its strategic imperatives, the above driving forces were taken into consideration during the period under review when making business decisions and adapting strategies.

Delivering on Mandate

The SABC’s mandate derives from the South African Constitution, a range of legislation, and ongoing reviews of an increasingly challenging regulatory regime. As the Public Broadcaster the SABC embraces its mandate but also has to abide by the capacity of its funding model. Funding to deliver on the mandate is derived from a combination of commercial advertising and sponsorship revenues, television licence fees, government grants and other revenues.

There are high expectations from a variety of stakeholders on the SABC to deliver on all mandate obligations. Justifiable discretion is needed to prioritise mandates that contribute the most value, as well as the extent to which any particular mandate should be pursued. Consideration is thus given to achieving the best mix of mandate and licence condition deliverables. Of particular note are nation building elements such as social cohesion, and the reality of multiple languages in South Africa.

During the period under review, the SABC performed very well on television and radio in terms of delivering on its mandate.

Television

- SABC1, SABC2 and SABC3 over-performed on overall local content and in most instances exceeded the local quota requirements per genre.
Language requirements were met, however, there was some under-performance on languages other than English during prime time. This was as a result of the broadcast of events of national importance for which exemption with the licence conditions was lodged and full exemption was approved by ICASA for SABC1 and partial exemption for SABC2 and SABC3.

The three channels’ full day performance shows that channels exceeded their genre delivery targets, with the exception of SABC3’s children’s genre delivery.

**Radio**

On weekly basis, PBS Radio delivers programmes that address the challenges facing the nation and promote nation-building and social cohesion. These include but are not limited to the following:

- Moral regeneration; health issues; education matters; job creation; human rights; xenophobia and racism; crime and stability; arts and culture; sports and recreation; labour; heritage and tourism; african renaissance; as well as science and technology.

Music is a key driver for drawing audiences to radio and it can also be a tune out factor. SABC Radio continues to meet listeners’ needs by playing music that resonates with different listeners from all walks of life. During the period under review, the SABC generally performed above ICASA’s minimum requirements for South African music.

SABC Radio broadcasts in more than the 11 official languages as some stations also broadcast in languages of minority groups. During the year under review, SABC PBS Radio Stations delivered well above the minimum requirements as stated in the ICASA licence conditions. On the news front, PBS Radio delivery against ICASA licence conditions with the majority of the radio stations exceeding weekly targets.

**Liquidity Status**

The cash reserves of the SABC have improved significantly over the past years and during the period under review it was adequate to meet the current needs of the SABC. Cash and cash equivalents were enough to cover all current liabilities.

At the end of March 2015, the SABC showed a cash position of R1.017 billion.

**Organisational Environment**

The SABC made good progress in appointing a number of Group Executives (GE) and senior management during the year under review. Amongst others the Chief Operating Officer, Chief Financial Officer, GE: News, Head: Sport, GE: Stakeholder Management and Provinces; and GE: Commercial Enterprises.

**Key Policy Developments and Legislative Changes**

The SABC continues to participate in policy processes such as ICT Policy Review and Broadcasting Policy Review by the Department of Communications.

The following remain key policy issues affecting the SABC that require consideration:

- The SABC’s funding model;
- The SABC Structure and Governance;
- The Licensing framework;
- Competition;
- Digital broadcasting and Content;
- Universal Access; and
- Review of Regulations such as:
  - ‘Must Carry’ Regulations;
  - Sports Broadcasting Service Regulations;
  - DTT / Spectrum regulations; and
  - Local Content Regulations.

The SABC will furthermore focus on ICASA regulatory processes such as the licensing of new entrants/broadcasters as envisaged by the invitation to apply for the Free-To-Air television services, subscription broadcasting services and the licensing of new radio services in the secondary market. Of significance will be the digital migration process and the authorisation of new SABC channels by the Authority.

During the financial year there has been amongst others the following legislative and policy changes, which affect the SABC:

- The Broad-Based Black Economic Empowerment Amendment Act, No 46 of 2013;
- Basic Conditions of Employment Amend Act, No.20 of 2013;
- Labour Relations Amendment Act, No.6 of 2014;
- Employment Equity Amendment Act, No.47 of 2013;
- Employment Services Act, No.4 of 2014; and
- Electronic Communication Amendment Act, No.1 of 2014.
During the 2014/15 financial year, the SABC operated its business under the following pillars and goals, with specific strategic objectives contained under each pillar:

**Financial Health**

Ensuring a financially sustainable organisation through revenue growth and cost containment.

During the period under review the SABC focused its efforts on growing revenue from commercial as well as public funding sources whilst at the same time managing operating expenditure prudently.

The Corporation’s total revenue and income for the year was R7.49 billion which was R573.5 million (7%) below target. Year-on-year revenue was R313.13 million (4%) higher. Expenses of R8.087 billion was R157 million (2%) higher than budget. Compared to the previous financial year, expenses were R1.29 million (19%) higher.

The SABC’s operating loss of R600.73 million was R730.43 million (563%) less than budget. The loss position is mainly attributable to increases in expenditure outstripping revenue growth (refer to summary of financial performance/CFO report on page 33).

**Audiences**

Retaining and growing audience share by meeting the needs and expectations of multi-cultural mass and niche audiences in all official South African languages.

As with markets across the world, South Africa needs to adapt to the new reality of TV as one of many screens that command attention in the modern home by producing more of the on-demand content and user-led experiences that interactive TV can offer. The South African market is already showing signs of the broadcasting ecology and broadband-enabled technologies merging to create a more complex, much broader market for audience consumption.

The SABC performed very well in growing and meeting its audience share targets on Radio. Currently, SABC Radio stations are reaching a massive 27.9 million listeners per week. Constant review of stations’ performance, implementation of research findings and continuous in-house training ensured that targets were met and exceeded.

SABC Televisio exceeded audience share in prime time. On Average five out of twenty of SABC’s weekly programmes are consistently ranked in the top five. The schedule changes implemented on SABC2 during July 2014 as well as the replacement of a long-running soapie on SABC1, marginally lowered the audience numbers. However, the Corporation implemented corrective measures to recover and bring audience share closer to the target for the year.

The SABC News Channel’s audience share continued to grow with a daily average audience of 785,000 (15+) viewers. It is now the most watched news channel on the DStv bouquet.

**Content and Platforms**

Acquiring and scheduling compelling and quality programming spanning a range of genres and meeting mandate objectives across traditional and emerging broadcast and digital media platforms.

Delivering high-quality programming and content, spanning a range of genres accessible across multiple platforms is a primary focus for the SABC. The Public Broadcaster is one of the largest producers and commissioners of South African programming and content for television and radio and, in future, the aim is to include on-line in this range of services.

In the SABC's strategy to increase its representation of all South African cultures and stories in its programming, the Corporation committed to providing programming and/or programming inserts from all 9 Provinces. The SABC was able to successfully deliver on this ambitious strategy during the period under review.

As the Public Broadcaster the SABC is required to provide programming to all South African citizens, this includes people with disabilities. Apart from the standard programmes where sign language is provided, the SABC extended sign language to three programmes and furthermore, from 1 April 2014 all new drama productions, except for children programmes, were subtitled ensuring greater accessibility for PWD.

Not only is the SABC's focus on providing greater access to programming for viewers with disabilities, but also on creating employment opportunities for people with disabilities. During the period under review, the SABC procured content from seven companies controlled or owned by People With Disabilities.

May 2014 marked an important milestone in the country’s history, with the General Elections being held on the 7th May. Both SABC television and radio covered the elections extensively. Prior to the elections, voter education and awareness as well as build-up programmes were aired to enable the electorate to engage with the participating political parties on key national issues. The actual elections, the counting of ballots, the pronouncement on the results as well as the inauguration of the President were all covered by the SABC.

The year under review also saw the SABC broadcasting a range of sporting events. From the 2014 FIFA World Cup, the ICC Cricket World Cup T20, the Castle Ruby Championship matches of the Springboks to the 2015 ICC Cricket World Cup. These events command high television viewership reaffirming South Africans’ interest in sporting events on the public broadcaster’s platforms.

**Technology and Infrastructure**

Ensuring an appropriate and reliable technology infrastructure for the production and delivery of broadcast programming, digital media content, and supporting commercial revenue generation.

The main focus regarding technology and infrastructure, was the upgrading and/or implementation of internal systems and processes related to the digital migration. The Corporation further enhanced its DTT readiness plans during the period under review. The SABC has completed the installation and testing of technical elements in the broadcast value chain to ensure that the SABC can successfully broadcast at DTT switch-on.

**Universal Access**

The SABC is mandated to make its services available throughout the Republic. A significant number of South Africans depend solely on radio as a source of information. The frequency modulation (FM) expansion project’s aim is to provide radio services to all South Africans in their preferred language wherever they live in the country. During the period under review, the SABC submitted its radio frequency application to ICASA in order to deliver on this initiative.

Going forward, the SABC will be including all 18 radio stations on the DTT and DTH television platforms, to ensure that citizens,
even in the most rural areas of South Africa are informed, educated and entertained.

**Operations**

**Increased efficiencies and on-going process improvement in support of an effective organisational operating model.**

The Corporation has progressed well with the development and implementation of its e-procurement system and related processes during the period under review. Against a target of 50% the SABC is tracking at 69% at year-end. The system enhancements will enable automation of processes and improve procurement efficiencies, governance, risk, compliance and spent visibility.

**Human Capital**

**Investing in a dynamic and motivated fit-for-purpose workforce that embraces learning and is sufficiently adaptable to migrate into the digital age**

People remain a priority of the Corporation and it is the talent, passion and commitment of SABC employees that continue to drive success. Human Resources forges the path to ensure that the SABC is a rewarding, progressive and diverse workplace, enabling a high performance culture of dedicated, innovative and highly skilled professionals.

During the latter part of the year, appointments of scarce and critical skills were made within the Human Resources Division to deliver on key strategic projects such as the implementation of an organisational Workplace Plan, evaluation of role profiles and development of an employee value proposition for the retention and attraction of skills. Performance management (performance management training, performance contracts and performance reviews) has been deferred to the beginning of the new financial year.

The SABC exceeded its employment equity (EE) targets, save for females which were slightly below the target. However, a concerted effort is being made to target employment of females. This is evident in the number of female Executives that were recently appointed. The Corporation also did exceptionally well in delivering on its Workplace Skills Plan (WSP) with actual performance of 94% against a target of 90%. As part of the on-going initiative to develop management and leadership capacity, three in-house leadership development programmes - the People Management Programme, Management Development Programme and Leadership Development Programme - have been implemented across the organisation. A total of 444 staff members attended training within this portfolio during the financial year. Other training interventions include the Women Empowerment Programme (WEP), coaching and mentoring training, strategic thinking and various leadership and management courses.

The SABC successfully reduced its leave liability from 127 485 days (2012/13) to 112 238 days (2014/15). This reduction of leave days was achieved despite an increase of approximately 7% in headcount over the period. The leave liability was curbed by approximately R3.5 million during the 2014/15 financial year by means of improved leave management processes.

**Governance**

**Ensuring compliant and sound business and resource management practices complemented by effective risk management and internal control environment.**

Major strides were made during the financial year to improve and enhance governance and internal control issues highlighted in the Auditor-General’s report. A detailed audit action plan was put in place to deal with external audit findings and the SABC ensured that it cleared the majority of matters prior to the end of the financial year.

Risk management forms an integral part of the SABC’s operations and during the year under review, the Corporation focused on implementing enterprise-wide risk management awareness programmes including Anti-Fraud and Corruption activities, conducting business risk assessments as well as monitoring of and reporting on Divisional and organisational risks.

Participation by the SABC in policy and legislation reviews enables the Public Broadcaster to compete in an ever-increasing competitive environment. The Corporation was therefore vigilant when it came to the regulatory landscape.

The Information and Communications Technology (ICT) Policy review process is now being dealt with by the Department of Telecommunications and Postal Services (DTPS). During the 2014/15 financial year, the SABC submitted written representations to DTPS on the ICT Policy review and to the DoC on the Broadcasting Policy review. Submissions were provided on all regulatory and legislative matters as and when required.
## Performance Against Predetermined Objectives

### Key Activities

<table>
<thead>
<tr>
<th>Performance Indicator(s)</th>
<th>FY2014/15 Target</th>
<th>Actual Performance</th>
<th>Comments on Variance</th>
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<tr>
<td><strong>FINANCIAL HEALTH</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>GOAL:</strong> Ensuring a financially sustainable organisation through revenue growth and cost containment.</td>
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<td></td>
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</tr>
<tr>
<td>STRATEGIC OBJECTIVE: Grow SABC revenue</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieve total SABC Revenue target per annum.</td>
<td>Total SABC revenue earned per annum.</td>
<td>R8.0 billion</td>
<td>R7.441 billion</td>
</tr>
<tr>
<td>Achieve Commercial Revenue targets.</td>
<td>Commercial revenue targets.</td>
<td>R6.43 billion</td>
<td>R6.165 billion</td>
</tr>
<tr>
<td>Achieve public funding targets (TV Licences).</td>
<td>TV licence revenue targets.</td>
<td>R1.060 billion</td>
<td>R913.4 million</td>
</tr>
<tr>
<td>Increase distribution of local SABC content.</td>
<td>Content exploitation to increase revenue (sub-license of owned and acquired rights).</td>
<td>R15 million</td>
<td>R22.8 million</td>
</tr>
<tr>
<td>Increase funding contribution.</td>
<td>Value of funding contracts for SABC’s benefit signed per annum.</td>
<td>R30 million</td>
<td>R39.8 million</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVE: Manage and contain SABC expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contain total SABC expenditure (incl Depreciation) to targets per annum.</td>
<td>Total SABC costs per annum.</td>
<td>R7.9 billion</td>
<td>R8.087 billion</td>
</tr>
<tr>
<td>Manage operating expenditure within approved annual budgets.</td>
<td>Variance between Actual and Budgeted operating expenditure (Maximum Over-expenditure).</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>AUDIENCES</strong></td>
<td></td>
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<tr>
<td><strong>GOAL:</strong> Retaining and growing audience share by meeting the needs and expectations of multi-cultural mass and niche audiences in all official South African languages.</td>
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</tr>
<tr>
<td>STRATEGIC OBJECTIVE: Continuously grow SABC audience share on all platforms</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reposition channels and radio stations by introducing new content that responds to audience needs.</td>
<td>Increase in Audience share on television and radio (Share).</td>
<td>TAMS 51%</td>
<td>49.3%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>RAMS 69.2%</td>
<td>69.5%</td>
</tr>
<tr>
<td>Secure sport rights and ensure contracts are signed at least 12 months in advance.</td>
<td>% of sports contracts signed on time for broadcasted events.</td>
<td>30%</td>
<td>33%</td>
</tr>
<tr>
<td>Investment in marketing to grow audiences.</td>
<td>External marketing cost as % of revenue.</td>
<td>2.3%</td>
<td>2.18%</td>
</tr>
</tbody>
</table>
## CONTENT AND PLATFORMS

**GOAL:** Acquiring and scheduling compelling and quality programming spanning a range of genres and meeting mandate objectives across traditional and emerging broadcast and digital media platforms.

### Key Activities Performance Indicator(s) FY2014/15 Target Actual Performance Comments on Variance

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<td></td>
<td></td>
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</tr>
<tr>
<td><strong>STRATEGIC OBJECTIVE:</strong> Delivery of compelling and accessible content.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission research on content and implement findings.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in Audience share on television and radio (Share).</td>
<td>TAMS 51%</td>
<td>49.3%</td>
<td>Research conducted on SABC3 was implemented during the period under review. Research on SABC1 and SABC2 were received towards the latter part of 2014/15 and will be implemented in the new financial year.</td>
</tr>
<tr>
<td>RAMS 69.2%</td>
<td>69.5%</td>
<td></td>
<td>Radio was able to deliver compelling content due to qualitative research conducted for individual stations. Insights from research assist programming and radio management to understand listener needs.</td>
</tr>
<tr>
<td>Increase provincial aggregation of news content.</td>
<td>Minimum number of local provincial news stories broadcasted per day on news platforms.</td>
<td>18 per day 33 per day</td>
<td>Emphasis was placed on the provincial news strategy which ensured over-delivery on the target for daily provincial news items.</td>
</tr>
<tr>
<td>Partner with stakeholders and obtain funding to support production of provincial content.</td>
<td>Number of provincial programmes and inserts broadcasted.</td>
<td>1 per province p.a. 381 programme inserts</td>
<td>The SABC ensured that it provided provincial representation within its programming. Full programme have long lead times and the SABC focused its efforts on the provision of provincial inserts.</td>
</tr>
<tr>
<td>Diversify the content by sourcing international content from non-traditional suppliers.</td>
<td>Percentage (%) of acquisition spend on non-traditional (major suppliers).</td>
<td>10% 18%</td>
<td>The SABC diversified its portfolio by obtaining more content from non-major distributors and acquiring local licences.</td>
</tr>
<tr>
<td>Increase sign language in productions.</td>
<td>Number of new/additional programmes broadcasted with sign language.</td>
<td>2 3</td>
<td>The following programmes were broadcast with sign language: Op Pad, DTV (new season) Yo-TV (new season).</td>
</tr>
<tr>
<td>Number of new /additional programmes broadcasted with subtitling.</td>
<td>3 91</td>
<td>All new and re-commissioned programmes contracted from April 2014 have subtitling apart from children's content.</td>
<td></td>
</tr>
<tr>
<td>Procure content from companies owned by People With Disabilities (PWDs).</td>
<td>Number of companies controlled or owned by PWDs from which content was procured.</td>
<td>2 2</td>
<td>The SABC was able to procure content from two companies owned by PWD.</td>
</tr>
<tr>
<td>Provide balanced, accurate and relevant coverage of National and Local Government elections and to broadcast the results of those elections.</td>
<td>Compliance with the approved elections broadcast plan. (National, Provincial and Local).</td>
<td>Broadcast national elections as per ICASA regulatory requirements.</td>
<td>National elections were broadcast in May 2014 as per ICASA regulatory requirements. Pre and post-election programmes enhanced the broadcasts.</td>
</tr>
<tr>
<td>Availing content on digital multimedia platforms.</td>
<td>Number of page views on SABC websites to access content.</td>
<td>15% p/a increase in web reach</td>
<td>Average of 21% increase over four Quarters. Over-achievement attributable to: Increased marketing of on-line platforms to attract on-line audiences, launching of revamped Radio websites.</td>
</tr>
</tbody>
</table>

### TECHNOLOGY AND INFRASTRUCTURE

**GOAL:** Ensuring an appropriate and reliable technology infrastructure for the production and delivery of broadcast programming, digital media content, and supporting commercial revenue generation.

### Key Activities Performance Indicator(s) FY2014/15 Target Actual Performance Comments on Variance

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<td><strong>GOAL:</strong> Ensuring an appropriate and reliable technology infrastructure for the production and delivery of broadcast programming, digital media content, and supporting commercial revenue generation.</td>
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<td></td>
</tr>
<tr>
<td><strong>STRATEGIC OBJECTIVE:</strong> Effective utilisation of appropriate technology and infrastructure in support digitisation.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Digitisation roll-out as per long term capital expenditure plan.</td>
<td>Technology commitments completed against planned budget.</td>
<td>R400 million R206.9 million</td>
<td>A number of technology projects were approved but are still in the procurement process.</td>
</tr>
<tr>
<td>Increase the WAN bandwidth.</td>
<td>Number of regional offices with no congestion.</td>
<td>9</td>
<td>- Proof of concept (POC) was signed with two service providers. The project has been approved and is in procurement phase.</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVE: Increase universal access</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expansion of FM radio transmitter networks to improve access.</td>
<td>Achieved milestones for FM radio transmitter project.</td>
<td>Submission of frequency application to ICASA.</td>
<td>The SABC’s frequency application was submitted to ICASA in August 2014. Target achieved.</td>
</tr>
</tbody>
</table>
## Key Activities | Performance Indicator(s) | FY2014/15 Target | Actual Performance | Comments on Variance
---|---|---|---|---
### OPERATIONS

**GOAL:** Increased efficiencies and on-going process improvement in support of an effective organisational operating model.

**STRATEGIC OBJECTIVE:** Maintain efficient and effective operations

| Implement and monitor Standard Operating Procedures (SOPs) for operational and financial activities. | The percentage (%) of significant internal audit findings. | 10% | 73% | Significant audit findings are more than target owing to the diverse number of audits that are performed throughout the organisation.
| Ensure schedule stability. | % of changes as per published rate cards. | 5% | 4% | Schedule changes after publication of rate cards were kept to a minimum owing to advanced planning.
| Implement a Play Out system for radio and advertising sales booking system in order to ensure efficient operations. | Increase in radio advertising revenue due to system enhancements. | R30 million | R0 million | The Play-out System is still in the procurement process and therefore additional revenue could not be realised.
| Enhance procurement processes and systems. | Developed and implemented e-Procurement system and associated processes. | 50% implementation of system by 31/03/2015. | 69% | Procurement projects linked to the implementation of an e-procurement system progressed better than expected and are in an advanced stage resulting in an over-achievement in the target.
| Implement business performance reviews. | Number of business performance reviews conducted per annum. | 4 | 4 | Reviews are an on-going part of the business.

### HUMAN CAPITAL

**GOAL:** Investing in a dynamic and motivated fit-for-purpose workforce that embraces learning and is sufficiently adaptable to migrate into the digital age

**STRATEGIC OBJECTIVE:** Formulate and implement a workforce plan in which capable people perform the right work and have clearly defined role accountabilities and relationships

| Formulate and implement an integrated SABC Workforce Plan that addresses current and future business goals. | Workforce Plan approved and implemented. | Workforce Plan approved. | The development of the Workforce Plan commenced during the 4th Quarter. | Staff members with scarce and critical skills were appointed in March 2015 and the Workforce Plan project could commence.
| Formulate and implement role profiles, processes and practices to facilitate correct placement of skills. | Signed-off job profiles for all positions | 100% of job profiles completed. | Development of job profiles commenced during the 4th Quarter. | Staff members with scarce and critical skills were appointed in March 2015 and the Workforce Plan project could commence.
| Selection of employees in line with the Employment Equity Plan. | Approved Annual Employment Equity Plan. | Targets per EE Plan. | EE targets were achieved and exceeded save from females that were slightly under target. | The SABC recently appointed 2 female Executives which should bolster this target. On-going focus on the appointment of women.

**STRATEGIC OBJECTIVE:** Embedding high performance culture through Performance Management

| Institutionalise Performance Management Policy with revised tool including thresholds and stretch targets. | Approved Performance Management implementation plan. | 100% signed off performance contracts for all employees 4 performance conversations per employee | Implementation of Performance Management was deferred to FY2015/16. The necessary consultation and other processes commenced during the year. | The Performance Management Policy, Performance Management Tool and the Terms of Reference for the Moderation Committee were finalised. Performance Management is currently with Organised Labour for consultation.
| Advocacy and training on Performance Management. | 100% of all levels trained. Implementation of the approved advocacy plan. | Implementation of Performance Management was deferred to FY2015/16 | Training will commence once Performance management is rolled-out.
| Scarce and critical training needs identified and addressed through WSP. | 90% of WSP achieved. | 94% achievement. | Constant managing and monitoring of attendance to training courses ensured over-achievement of the target.
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<td>HUMAN CAPITAL continued</td>
<td>GOAL: Investing in a dynamic and motivated fit-for-purpose workforce that embraces learning and is sufficiently adaptable to migrate into the digital age</td>
<td>STRATEGIC OBJECTIVE: Optimise Learning and Development model to ensure sustainability and readiness for the digital age.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establishment of SABC Virtual Learning Academy.</td>
<td>Annual milestones achieved for establishment of Virtual Learning Academy.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GOAL: Investing in a dynamic and motivated fit-for-purpose workforce that embraces learning and is sufficiently adaptable to migrate into the digital age</td>
<td>STRATEGIC OBJECTIVE: Optimise Learning and Development model to ensure sustainability and readiness for the digital age.</td>
<td>Establish the Virtual Learning Academy.</td>
<td>ETQA requirements met. MOU’s (HET/FET) with external training providers 4 performance conversations per employee.</td>
<td>The establishment of the Virtual Learning Academy is still being investigated. Implementation of Performance Management was deferred to FY2015/16. The necessary consultation and other processes commenced during the year.</td>
</tr>
<tr>
<td>Develop a Workplace Skills Plan (WSP) and Operational Training Plan that is aligned to the Skills Audit report and digital migration requirements.</td>
<td>Scarce and critical training needs identified and addressed through WSP.</td>
<td>90% of WSP achieved.</td>
<td>94% achievement.</td>
<td>Constant managing and monitoring of attendance to training courses ensured over achievement of the target.</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVE: Develop leadership capability and capacity to drive sustainable business success</td>
<td>Executive Development Strategy aligned to the Talent Management Framework.</td>
<td>Approved Executive Development Strategy implemented.</td>
<td>Leadership Development Framework developed, approved and implemented.</td>
<td>Signature leadership development programmes including the PMP, MDP and LDP have been successfully implemented across the organisation.</td>
</tr>
<tr>
<td>GOVERNANCE</td>
<td>GOAL: Ensuring compliant and sound business and resource management practices complemented by effective risk management and internal control environment.</td>
<td>STRATEGIC OBJECTIVE: Development and maintenance of an efficient, effective and transparent system of Risk Management.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enterprise wide Risk Management Awareness Programme.</td>
<td>Risk Management Instruments workshops conducted with all Divisions and Provinces.</td>
<td>30 April 2014</td>
<td>The workshops were conducted along with business risk assessments.</td>
<td>All workshops conducted as required.</td>
</tr>
<tr>
<td>Monitor and Reporting of Divisional Risk Management Framework Implementation.</td>
<td>Risk Management Framework Implementation Assurance; (Embedding risk management into day-to-day operations).</td>
<td>Quarterly</td>
<td>Monitoring and reporting on Divisional Risk Management Framework implementation done on a Quarterly basis.</td>
<td>Required activities implemented.</td>
</tr>
<tr>
<td>Conduct Enterprise-Wide Fraud risk Assessments.</td>
<td>Fraud Risk Assessments and updated Fraud Risk Registers in CURA Software.</td>
<td>31 December 2014</td>
<td>Assessments were conducted in certain Provinces and Divisions. Remaining Units will be assessed in FY2015/16.</td>
<td>Remaining Units Fraud Risk Assessments will be conducted in FY2015/16.</td>
</tr>
<tr>
<td>Monthly and Quarterly Monitoring and Reporting of Strategic Risks.</td>
<td>Risk Discussions at Divisional, Group Exco and Risk Committee of Board. (Monthly Risk Reporting - Group Exco and on a Quarterly basis - Risk Committee of Board).</td>
<td>Monthly and Quarterly</td>
<td>Risk reports were discussed at Group Executive and Risk Committee meetings on a quarterly basis.</td>
<td>Emphasis will be placed on monthly Divisional Risk reporting in FY2015/16.</td>
</tr>
</tbody>
</table>
### GOVERNANCE continued

**GOAL:** Ensuring compliant and sound business and resource management practices complemented by effective risk management and internal control environment.

#### STRATEGIC OBJECTIVE: Development and maintenance of an efficient, effective and transparent system of Risk Management.

<table>
<thead>
<tr>
<th>Key Activities</th>
<th>Performance Indicator(s)</th>
<th>FY2014/15 Target</th>
<th>Actual Performance</th>
<th>Comments on Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Management instruments review, update and approval.</td>
<td>Reviewed and Updated Risk Management Instruments and approved by Board.</td>
<td>31 December 2014</td>
<td>Risk Management instruments were reviewed and updated during the 4th Quarter. Approval to be secured in FY2015/16.</td>
<td>Approval of updated Risk management instruments to take place in FY2015/16.</td>
</tr>
<tr>
<td>Anti-Fraud and Corruption Strategy communication and awareness activities.</td>
<td>Communicate the anti-fraud and corruption strategy continuously and awareness activities.</td>
<td>Quarterly</td>
<td>The Anti-Fraud and Corruption communication and awareness campaigns were implemented throughout the year.</td>
<td>Implemented as required.</td>
</tr>
</tbody>
</table>

#### STRATEGIC OBJECTIVE: Motivate and drive key policy and legislative reviews that affect the SABC’s ability to compete within the changing broadcasting landscape.

- Participation by SABC in policy and legislation reviews that enable the public broadcaster to compete.
- SABC input and participation in policy and legislative reviews.
- Participate and submit comments in ICT policy review process.

Submissions are provided on all regulatory and legislative matters as and when required. The ICT policy review process is being dealt with by the Department of Telecommunications and Postal Services (DTPS). The SABC submitted written representations to DTPS on the ICT Policy Review and to the Department of Communications on the Broadcasting Policy Review. It also attended the ICT Policy Review Panel meetings throughout the year.

#### STRATEGIC OBJECTIVE: An improved organisational internal control environment.

- Adherence to Standard Operating Procedures (SOPs) and applicable policies and legislation.
- The percentage (%) of significant internal audit findings.
- 10% of all internal audit findings

The percentage (%) of significant internal audit findings should decrease when the Internal Control Framework project is implemented during FY2015/16.
Although the economic downturn affected commercial revenues significantly and TV licence revenue did not yield the expected results, the SABC maintained a positive cash position, with R1.017 billion in cash reserves. This shows that the SABC is able to perform its operations effectively as the minimum cash required for the SABC to operate effectively is R600 million.

The SABC also maintained a good level of liquidity shown in the current ratio of 2.01 as well as the quick ratio of 1.39. These ratios have shown a gradual improvement year on year; and this shows that the organisation will continue to expand and grow in the future in a sustainable manner.

In addition to this there has been a revenue growth of 4% year on year; mainly attributed to a 7% increase in advertising revenue. This 7% increase was below budgeted revenues due to the contraction in the economy, and impact of TV schedule and programming changes during 2014.

The increase in advertising revenue was offset by difficulties encountered with license fee collections; where license fee revenue dropped by 2%. This was largely a result of the industrial action at the South African Post Office as TV license renewal reminders could not be delivered. In addition, payment points at Post Offices were not accessible due to the industrial action. This was compounded by a decrease in sponsorships, government grants, and mobile revenue where budgeted targets were not met.

Operational expenses have increased by 19% with amortisation of programme, film and sports rights; and employee compensation and benefits comprising of the majority of this increase. The R183 million increase compared to the last year in the amortisation expenditure is due to a change in accounting estimate; where the first transmission of a programme is amortised at a more accelerated rate reflecting the consumption pattern of programmes based on recent audience figures. Employee compensation and benefits increased due to the recruitment of critical skills in Technology, News and Human Resources. There was also the recognition of expenditure related to long service awards, as well as employee recognition awards to staff which were critical and overdue but not budgeted for.

**Working Capital**

### Current Ratio

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>R754</td>
<td>R351</td>
<td>R222</td>
<td>R364</td>
<td>2899</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>1687</td>
<td>1920</td>
<td>1351</td>
<td>1651</td>
<td>1445</td>
</tr>
<tr>
<td>Current Ratio</td>
<td>1.36</td>
<td>1.63</td>
<td>1.94</td>
<td>1.98</td>
<td>2.01</td>
</tr>
</tbody>
</table>

The Quick Ratio above indicates that the SABC is in a position to cover its current liabilities with readily available cash. The group’s liquidity has been improving gradually over the past 5 years; where the quick ratio in 2011 was 1.01 and the ratio for the 2015 financial year was 1.39. The major reason for the improvement of the liquidity has been the repayment of the government guaranteed loan over this period and the settlement of finance leases and instalment sale agreements for property, plant and equipment.

The current ratio has also improved over the past five years starting in 2011 (where the current ratio was 1.63); with the ratio currently standing at 2.01; which is a positive sign.

**Cash Flow Statement**

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>Movement</th>
<th>2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Cash Flows/(Outflows)</td>
<td>R’million</td>
<td></td>
<td>R’million</td>
<td></td>
</tr>
<tr>
<td>from Operating Activities</td>
<td>(313)</td>
<td>(840)</td>
<td>527</td>
<td>(159%)</td>
</tr>
<tr>
<td>Net Cash Flows from</td>
<td>Investigating Activities</td>
<td>(195)</td>
<td>(95)</td>
<td>100</td>
</tr>
<tr>
<td>Net Cash Flows from</td>
<td>Financing Activities</td>
<td>100</td>
<td>180</td>
<td>80</td>
</tr>
<tr>
<td>Cash and Cash Equivalents at end of year</td>
<td>1 017</td>
<td>(408)</td>
<td>1 425</td>
<td>(29%)</td>
</tr>
</tbody>
</table>

The net cash flows from operating activities have decreased from the 2014 figure of inflows of R527 million to becoming an outflow of R313 million. This was mainly due to an increase in the cash paid to suppliers and employees. Significant amounts were paid for income tax and substantial investments in programme, film and sports rights compared to the previous year. The increase was magnified due to the cash receipts from customers remaining at the same relative level in relation to inflation.

**Going Concern**

The SABC continues to operate as a going concern; with the company’s liquidity and solvency being good despite the economic challenges experienced in the current financial year, which is not indicative of doubts to the long term stability of the organisation. The group has in turn budgeted for modest profits (R19 million) in 2015/16 and these are expected to improve by 2017/18 to R180 million. The group also currently has cash reserves of R1.02 billion and net assets of R1.94 billion.

**Profit and Loss**

### Total Revenue and Other Income Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>Movement</th>
<th>2014</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue and Other Income Expenses</td>
<td>R’million</td>
<td></td>
<td>R’million</td>
<td></td>
</tr>
<tr>
<td>Profit/(Loss) before net Financing Cost, Income Tax, Depreciation of PPE, Amortisation of Computer Software and Impairment of Trade and Other Receivables</td>
<td>(301)</td>
<td>667</td>
<td>(968)</td>
<td>(145%)</td>
</tr>
<tr>
<td>Depreciation of PPE, Amortisation of Computer Software and Impairment of Trade and Other Receivables</td>
<td>(300)</td>
<td>(281)</td>
<td>(19)</td>
<td>7%</td>
</tr>
<tr>
<td>Net Financing Income /(Loss)</td>
<td>48</td>
<td>78</td>
<td>30</td>
<td>(38%)</td>
</tr>
<tr>
<td>Income Tax</td>
<td>158</td>
<td>106</td>
<td>264</td>
<td>(249%)</td>
</tr>
<tr>
<td>Profit/(Loss) for the year</td>
<td>(335)</td>
<td>358</td>
<td>(753)</td>
<td>(210%)</td>
</tr>
<tr>
<td>Other Comprehensive Income /(Loss)</td>
<td>(6)</td>
<td>201</td>
<td>(207)</td>
<td>(103%)</td>
</tr>
<tr>
<td>Total Comprehensive income / (Loss) for the year</td>
<td>(401)</td>
<td>559</td>
<td>(966)</td>
<td>(1172%)</td>
</tr>
</tbody>
</table>

The company recorded a loss before net financing costs, income tax, depreciation of PPE, amortisation of computer software, & impairment of trade and other receivables of R301 million. This was a 145% decrease year on year; where the company made a profit of R667 million in the preceding year.

The total comprehensive loss for the 2015 financial year was R401 million (2014: R559 million profit). This difference was mainly attributed to the increase in expenses; where expenses increased by R1.28 billion, which was an increase of 20%. The increase is attributable to substantial investments in programme, film and sports rights, broadcast costs (neddletime), and employee costs. Total revenue and other income, however remained at the same relative level in comparison with the previous financial year.
Depreciation of PPE, amortisation of computer software, and impairment of trade and other receivables was R300 million; which was an increase of 7% (R19 million) in comparison to the previous financial year where the company recorded a figure of R281 million.

The net financing income for the year decreased by R30 million; where the 2015 figure was R48 million; and the 2014 figure was R78 million. This is due to the lower cash balances.

### Revenue

#### Revenue and Other Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Advertising</th>
<th>Trade Exchanges</th>
<th>Business Enterprises and Facilities Revenue</th>
<th>Sponsorships</th>
<th>Licence Fees</th>
<th>Government Grants</th>
<th>Mobile Revenue</th>
<th>Other Revenue</th>
<th>Per Group Annual Financial Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>R5 545 million</td>
<td>R136 million</td>
<td>R44 million</td>
<td>R438 million</td>
<td>R913 million</td>
<td>R204 million</td>
<td>R19 million</td>
<td>R624 million</td>
<td>R7 487 million</td>
</tr>
<tr>
<td>2014</td>
<td>R5 185 million</td>
<td>R111 million</td>
<td>R42 million</td>
<td>R499 million</td>
<td>R928 million</td>
<td>R121 million</td>
<td>R6 674 million</td>
<td>R7 174 million</td>
<td>R6 674 million</td>
</tr>
<tr>
<td>2013</td>
<td>R5 185 million</td>
<td>R111 million</td>
<td>R42 million</td>
<td>R499 million</td>
<td>R928 million</td>
<td>R121 million</td>
<td>R6 674 million</td>
<td>R7 174 million</td>
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<td>2012</td>
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<td>R7 174 million</td>
<td>R6 674 million</td>
</tr>
<tr>
<td>2011</td>
<td>R5 185 million</td>
<td>R111 million</td>
<td>R42 million</td>
<td>R499 million</td>
<td>R928 million</td>
<td>R121 million</td>
<td>R6 674 million</td>
<td>R7 174 million</td>
<td>R6 674 million</td>
</tr>
</tbody>
</table>

The average revenue growth over the previous 5 years was 6%, however, over the previous year growth has slowed down to a 4% increase. This can be attributed to declines in license fees and sponsorships; where revenue from those two areas contracted significantly.

### Expenses

#### Operating Expenses

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Expenses (R’million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>R8 088</td>
</tr>
<tr>
<td>2014</td>
<td>R6 788</td>
</tr>
<tr>
<td>2013</td>
<td>R6 395</td>
</tr>
<tr>
<td>2012</td>
<td>R6 058</td>
</tr>
<tr>
<td>2011</td>
<td>R6 024</td>
</tr>
</tbody>
</table>

Operating expenses have been increasing significantly over the previous five years. In particular, expenses in 2015 increased by 19%, whereas expenses rose by 6% over the previous two periods in line with the 6% increase in revenues over the same periods.
The increase in expenses in the financial year can be mainly attributed to the 44% increase in the amortisation of programme, film and sports rights; as well as the 16% increase in the employee compensation and benefits expense. The amortisation expense; however is a once-off expense caused by the change in accounting estimate and has no impact on the company’s cash flows.

**Expenses Split**

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amortisation of Programme, Film and Sports Rights</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Net Impairment of Programme, Film and Sports Rights</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Amortisation of Computer Software</td>
<td>4%</td>
<td>6%</td>
</tr>
<tr>
<td>Net Impairment of Trade and Other Receivables</td>
<td>1%</td>
<td>2%</td>
</tr>
<tr>
<td>Broadcast Costs</td>
<td>6%</td>
<td>7%</td>
</tr>
<tr>
<td>Signal Distribution and Linking Costs</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Employee Compensation and Benefit Expenses</td>
<td>8%</td>
<td>7%</td>
</tr>
<tr>
<td>Depreciation and Impairment of Property, Plant and Equipment</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Marketing Costs</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Direct Revenue Collection Costs</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Mobile Revenue Collection Costs</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Professional and Consulting Fees</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Personnel Costs Other than Employee Compensation</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Operational Expenses</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>Other Losses</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

The largest expense at the SABC is employee compensation and benefits where it comprised of 36% of the total expenses in 2014/15 where previously it had comprised of 37% of the expenses in 2013/14.

Amortisation of programme and film rights, which is the second largest expense; has stayed at a similar relative level where in 2013/14 it comprised of 19% of the total expenses; in 2014/15 it was at 23% of the total expenses.

Broadcast costs as well as signal distribution and linking costs have remained at similar relative levels making up 14% of the total expenses in 2011 and in 2015.

The collection costs of mobile and direct revenue have also remained at the same relative levels: comprising of 13% of the total operating expenses.

Other expenses comprise of amortisation of computer software; net impairment of trade and other receivables, depreciation of property, plant and equipment; marketing costs; professional and consulting fees; personnel costs other than employee compensation; operational expenses; and other losses. These made up for 13% of the operating expenses in 2015 and 15% in 2011.

The expenses for the financial year were R8.09 billion which was an increase of 19% in comparison to the previous year where the group recorded expenses of R6.79 billion.

The amortisation of programme, film, and sports rights for the financial year (R1.84 billion) increased by 47% in comparison to the previous year (R1.25 billion). The net impairment of programme, film and sports rights decreased by 51% from a value in 2014 of R9 million to R5 million. This difference as well as the increase in the amortisation of programme, film, and sports rights was mainly due to the changes in accounting estimate explained above.

The amortisation of computer software for the financial year was R57 million (2013/14: R50 million) which was an increase of 14%.

The net impairment of trade and other receivables for the financial year was R32 million (2013/14: R49 million) which was a 185% decrease year on year.

The broadcasting costs for the financial year increased by 46% to R529 million (2013/14: R363 million) as a result of royalties where R198 million was incurred in 2015 in comparison to 2013/14, where R47.4 million was incurred. The 2014 figure was lower due to an adjustment following a court judgment.

The signal distribution and linking costs for the 2015 financial year were R588 million (2013/14: R555 million) which was a 6% increase.

The employee compensation and benefit expense for the financial year was R2.93 billion (R2.53 billion). This was a 16% increase year on year and reflects the single largest expenditure item for the SABC. The increase was due to the recruitment of critical skills in Technology, News and Human Resources for the preparation of the migration to digital terrestrial television (DTT). There was also the recognition of expenditure related to long service awards, as well as employee recognition awards to staff which were critical but not budgeted for.

The depreciation and impairment of property, plant and equipment for the financial year was R211 million (2013/14: R280 million); which was a 25% decrease.

The marketing costs have increased year on year by 23% to R166 million (2013/14: R135 million) in line with significant investments made in the acquisition of new programming.

The direct revenue and collection costs for the 2015 financial year were R1.02 billion (2013/14: R972 million) which was a 5% increase year on year.

Mobile revenue collection costs decreased by 4%; to R22 million (2013/14: R23 million).

Professional and consulting fees decreased by 4%; to R22 million (2013/14: R23 million).

Personnel costs other than employee compensation for the 2015 financial year were R78 million (2013/14: R69 million), which was a 12% increase on the 2014 figure.

The operational expenses increased by 3% year on year to R531 million (2013/14: R502 million).

Other losses decreased by 73%; from the 2014 figure of R29 million to R8 million.
The financing income has decreased year on year by R43 million from a 2014 value of R125.9 million to a 2015 value of R83.1 million. This has been due to a decrease in the cash on hand at the organisation as financing income is generated from the interest accrued from the cash balance.

The financing expenses decreased year on year where in 2015, the expenses were R35.5 million which was R12 million less than the 2014 value of R47.6 million. This was mainly due to the SABC settling financial lease obligations in the previous financial year.

**Progress on Audit Issues**

The SABC is making gradual progress in addressing audit matters that arise largely from historical financial management challenges. It has moved from a disclaimer in 2013 to a qualified audit opinion in 2014 and 2015. The extent of reduction in audit qualifications is indicated in the table below. The effects of this are restated prior periods figures in the annual financial statements.

<table>
<thead>
<tr>
<th>Audit Qualification</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property, Plant and Equipment</td>
<td>✔</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Programme, Film and Sports Rights</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Licence Fees and Receivables</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Trade and Other Receivables</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Irregular, Fruitless and Wasteful Expenditure</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Deferred Taxation, tax payable and Income Tax</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Expenditure</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Post Retirement Valuation</td>
<td>✔</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Deferred Government Grant</td>
<td>✗</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>Other Payables</td>
<td>✗</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>Mobile Income</td>
<td>✗</td>
<td>✔</td>
<td>✗</td>
</tr>
<tr>
<td>IFRS disclosure - Receivables Aging</td>
<td>✗</td>
<td>✔</td>
<td>✗</td>
</tr>
</tbody>
</table>

**Explanation of symbols**

- ✔: New paragraph - not in previous year’s report
- ✗: Previous year’s qualification successfully resolved
- ✗: Previous year’s qualification in process of being cleared
- ✗: Paragraph not reported on in audit of the previous year

**Conclusion**

The 2014/15 financial period has been a testing period for the SABC, with the economic downturn and other uncontrollable factors having significantly affected the profitability for the current financial year. However, the SABC has delivered on its public mandate (including sports of national interest and news and special events despite these costs not being fully covered by revenues). The SABC continues to weather the storm and remains financially sustainable and viable for the foreseeable future.

The group remains in a stable position, with sufficient cash reserves to fund operations as well as a good level of liquidity and solvency.

The country will soon begin the process of migrating to DTT and this will put some strain on the cash reserves of the organisation in the coming years. Expenditure must be contained in the next 3 financial years in order to make the conversion smooth and in order to not put the cash reserves under unnecessary strain.

The SABC continues to implement its action plan to address the outstanding audit matters and is positioned to improve the internal control environment and achieve an improved audit outcome in 2016.

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**Capital Investment, Maintenance and Assets**

**Management Plan**

During the period under review, capital expenditure amounted to R102 million, compared to a budget of R607 million. Of this amount, R142 million related to the upgrading or replacement of technology infrastructure. Expenditure on building and equipment maintenance was R28.1 million compared to a budget of R33.7 million.

**Revenue Collection: Commercial Enterprises**

**Business Environment**

During the year under review, revenue generation reflected the constrained trading conditions evidenced for the better part of the fiscal. Advertising cutbacks had an adverse impact not only to the SABC but to all the South African electronic media. This underscored the need for the SABC to offer the media advertising industry more attractive television content and stable schedules. Compounding factors included major schedule changes by SABC2 following the 2014 Soccer World Cup.

Key divisional strategic initiatives included improvements on the operating model to enhance revenue generation, ensure more robust and effective governance, implement process improvements, and increase operational efficiencies. A range of strategic initiatives have been developed for implementation for the next financial year, including a revenue policy that will govern commercial air time across all SABC platforms and ensure the SABC derives proper value for its commercial inventory.

Commercial Enterprises Division contributed to the successful SABC coverage of the 2014 National Elections through its involvement with Political Advertisements (PAs) and Party Election Broadcasts (PEBs). These broadcasts were in collaboration with the SABC Broadcast Compliance Unit. The robustness of political debate in the run-up to the elections resulted in some PAs and PEBs not being broadcast in the form they were submitted and for the first time being referred to ICASA for adjudication by its Complaints and Compliance Committee (CCC).

**Revenue**

The SABC as the Public Broadcaster has to possess an enabling funding model in order to fulfil its mandate to deliver extensive public value. Even though the 2014/15 commercial revenue target was not met, year-on-year growth of 4% was achieved. Tight credit management ensured that SABC’s working capital was not jeopardised.

Advertising sales are inextricably linked to audience share and performance levels. To this end, the SABC television audience share was 49.3% against the target of 51% for the year under review. Whilst the SABC radio audience share was more stable at an average 69.5% of the total share, however with individual stations showing differing levels in terms of growth or decline, the SABC radio and television performances were in line with the industry trend of gradual increase in competition and fragmented South African media landscape.
SABC RADIO

The SABC was granted a DAB and digital radio trial licence. The SABC is leading this process in conjunction with the National Association of Broadcasters (NAB) and the Southern African Digital Broadcasting Association (SADIBA). The trial currently on air.

SABC Radio has to deliver on the following mandate as derived from legislation and licence conditions.

Public Service Mandate

Radio programming is based on the following:

- The National Development Plan;
- South African Constitution: Bill of Rights;
- Regulatory Framework: ICASA license conditions;
- Legislative Framework: The Broadcasting Act;
- South Africa’s Five National Priorities:
  - Job creation;
  - Health;
  - Education;
  - Rural Development; and
  - Fight Against Crime;
- A need to respond to the triple challenge of poverty, unemployment and inequality;
- The SABC mandate to inform, educate and entertain; and
- Millennium Developmental Goals.

On a weekly basis, PBS Radio delivers programmes that address the challenges facing the nation which promote nation-building and social cohesion. These themes are aligned to the above-mentioned programming drivers and include but are not limited to the following:

- Moral Regeneration;
- Health Issues;
- Education Matters;
- Job Creation;
- Human Rights;
- Xenophobia and Racism;
- Crime and Stability;
- Arts and Culture;
- Sports and Recreation;
- Labour;
- Heritage and Tourism;
- African Renaissance; and
- Science and Technology.

Radio Performance on South African Music

Music is a key driver for drawing audiences to radio and it can also be a tune out factor. SABC Radio continues to meet listeners’ needs by playing music that resonates with different listeners from all walks of life. The development of home grown artists and their music are promoted by different SABC Radio Stations through extensive airplay, interviews, inclusion in performance line-up at events and through music awards ceremonies like the annual METRO FM Music Awards (MMA) and Munghana Lonene FM Music Awards. SABC Radio also supported and promoted the annual South African Music Awards (SAMA), during the 2014/15 financial year.

During the year under review, the SABC generally performed above ICASA’s minimum requirements for South African music. The table below provides the annual average music percentage per station. The Regulations require that the Public Broadcasting Service (PBS) Radio Stations broadcast a weekly average of 40% South African music with the exception of Lotus FM which has to deliver a minimum quota of 20% and Public Commercial Service (PCS) Radio Stations have to broadcast 25% South African music.

% PCS and PBS Local Music Performance against ICASA quota

<table>
<thead>
<tr>
<th>Radio Station</th>
<th>CASA Quota</th>
<th>Financial Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>PBS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SAfm</td>
<td>40</td>
<td>56</td>
</tr>
<tr>
<td>Tru FM</td>
<td>40</td>
<td>56</td>
</tr>
<tr>
<td>Lotus FM*</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>RSG</td>
<td>40</td>
<td>77</td>
</tr>
<tr>
<td>Munghana Lonene FM</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>Lesedi FM</td>
<td>40</td>
<td>68</td>
</tr>
<tr>
<td>Radio 2000</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>X-K FM</td>
<td>40</td>
<td>84</td>
</tr>
<tr>
<td>Umbiloabo Wenene FM</td>
<td>40</td>
<td>70</td>
</tr>
<tr>
<td>Ligwalagwala FM</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>Motsweding FM</td>
<td>40</td>
<td>56</td>
</tr>
<tr>
<td>Phalaphala FM</td>
<td>40</td>
<td>72</td>
</tr>
<tr>
<td>Thobela FM</td>
<td>40</td>
<td>61</td>
</tr>
<tr>
<td>Ukhoozi FM</td>
<td>40</td>
<td>69</td>
</tr>
<tr>
<td>Ikwekwezi FM</td>
<td>40</td>
<td>75</td>
</tr>
<tr>
<td>PCS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5FM</td>
<td>25</td>
<td>37</td>
</tr>
<tr>
<td>Good Hope FM</td>
<td>25</td>
<td>39</td>
</tr>
<tr>
<td>METRO FM</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

* Lotus FM has to deliver a minimum quota of 20%.
ICASA Genre Licence Conditions:
The Performance of the SABC PBS Radio Stations against ICASA genre licence conditions

<table>
<thead>
<tr>
<th>Station</th>
<th>News (Daily)</th>
<th>Current Affairs (Daily)</th>
<th>IKB</th>
<th>Education</th>
<th>Children</th>
<th>Drama</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mon-Fri</td>
<td>Sat</td>
<td>Sun</td>
<td>Mon-Fri</td>
<td>Sat</td>
<td>Sun</td>
</tr>
<tr>
<td>ICASA Quota</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>NGP</td>
<td>100</td>
<td>64</td>
<td>60</td>
<td>201</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>Mlunganya Lonene FM</td>
<td>70</td>
<td>80</td>
<td>76</td>
<td>113</td>
<td>60</td>
<td>59</td>
</tr>
<tr>
<td>Lesedi FM</td>
<td>88</td>
<td>64</td>
<td>64</td>
<td>69</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Ikwalwezi FM</td>
<td>132</td>
<td>69</td>
<td>70</td>
<td>127</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Ukhozi FM</td>
<td>82</td>
<td>64</td>
<td>64</td>
<td>171</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Phalaphala FM</td>
<td>61</td>
<td>80</td>
<td>79</td>
<td>115</td>
<td>62</td>
<td>65</td>
</tr>
<tr>
<td>Ligawigwala FM</td>
<td>98</td>
<td>60</td>
<td>60</td>
<td>107</td>
<td>61</td>
<td>60</td>
</tr>
<tr>
<td>Motsweding FM</td>
<td>106</td>
<td>60</td>
<td>60</td>
<td>119</td>
<td>63</td>
<td>68</td>
</tr>
<tr>
<td>Thobela FM</td>
<td>184</td>
<td>110</td>
<td>80</td>
<td>86</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Umhlobo Wenene FM</td>
<td>63</td>
<td>60</td>
<td>75</td>
<td>142</td>
<td>78</td>
<td>61</td>
</tr>
<tr>
<td>ICASA Quota</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>SAlm</td>
<td>99</td>
<td>99</td>
<td>90</td>
<td>333</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ICASA Quota</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Lotus FM</td>
<td>74</td>
<td>74</td>
<td>74</td>
<td>97</td>
<td>64</td>
<td>61</td>
</tr>
<tr>
<td>ICASA Quota</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>X-K FM</td>
<td>70</td>
<td>50</td>
<td>50</td>
<td>110</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>ICASA Quota</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>30</td>
<td>30</td>
<td>60</td>
</tr>
<tr>
<td>Tru FM</td>
<td>75</td>
<td>60</td>
<td>61</td>
<td>53</td>
<td>30</td>
<td>56</td>
</tr>
</tbody>
</table>

Official Languages (PBS and PCS Radio)
SABC Radio broadcasts in more than the 11 official languages as some stations also broadcast in languages of minority groups.

PBS Stations:
- X-K FM broadcasts equally in Xitswana and Khwedama;
- Lotus FM broadcasts mainly in English with daily broadcasts in Urdu, Tamil, Gujarathi and Hindi;
- SAlm broadcasts in English;
- Radio 2000 broadcasts primarily in English;
- Tru FM broadcasts equally in isiXhosa and English;
- RSG broadcasts in Afrikaans; and
- The other nine radio stations broadcast in South African vernacular languages.

PCS Stations:
As prescribed, METRO FM, 5FM and Good Hope FM broadcast in English.

ICASA Genre Licence Conditions
During the year under review, SABC PBS Radio Stations delivered well above the minimum requirements as stated in the ICASA licence conditions. On the news front, PBS Radio delivery against ICASA licence conditions with the majority of the radio stations exceeding weekly targets of news and current affairs, drama was above 150 minutes per week, children’s programming was above 60 minutes per week, education was above 300 minutes per week, as well as information and knowledge building of above 180 minutes per week. This is with exception of Mlunganya Lonene FM which was below target in the first two quarters with Sunday Current Affairs and Ukhozi FM delivering below target in the first three quarters on education. These stations did not meet their content quotas due to schedule disruptions attributed to programmes of national interest including the 2014 FIFA World Cup. The table above summarises radio performance against ICASA Genre Quotas of the period under review.

Programming Highlights
Radio draws its strategic direction from the organisational values and guiding principles of the SABC and continues to align its operations to the pillars which define the SABC’s overall strategic direction. All of this is further underpinned by compliance to the Broadcasting Act while holding the provisions of the Constitution of South Africa in the highest regard.

The following represents but is not limited to some of the programming highlights that SABC Radio delivered during the financial year under review. Radio content promoted social cohesion by celebrating major calendar events such as:

- The January 8th address of the ruling party where the party paved the way to the address by the State President;
- The State of the Nation Address (SONA) and the budget speech broadcast live across all the 15 PBS Radio Stations;
- Human Rights Day;
- Freedom Day Celebrations;
- Workers’ Day;
- Youth Day;
- Nelson Mandela Day; and
- Women's day.

To strengthen democracy, SABC Radio produced and broadcast voter education programming to encourage the youth and other people who had never voted to register to vote. The campaign was structured such that it empowered citizens of the country to be able to vote at the next Elections. SABC Radio, in partnership with SABC News and Current Affairs, held party political debates across the country for political parties to inform the citizens about their manifestos.

The calendar year 2014 was dominated by the celebration of 20 years of democracy themed ‘20 Years of Inspiring the Nation’. In the final quarter of the 2013/14 financial year, with the SABC slogan of 20 Years of Inspiring the Nation, SABC Radio began to enthuse South Africans to celebrate the 20 years of democracy. During the 2014/15 financial year, radio successfully highlighted sporting codes of national importance (Soccer, Cricket, Rugby and Athletics) through promos, interviews, the build-up and live commentary together with reviews of matches.

Educational programming highlighted both curriculum-based and informal educative topics from a wide range of social, political and economic issues.

Key Achievements
SABC Radio continued to deliver healthy audience performance across the bulk of our stations.

SABC Radio reaches 27.9 million all adult South Africans (15+). PBS Radio reaches 24.7 million listeners in all the South African languages, PCS radio has a reach of 28 million listeners. SABC Radio commands audience share of 69.5%. This represents a 0.7% growth from previous year’s level of 68.8%. At 59.9% PBS Radio contributed the lion’s share towards the overall SABC share performance and has improved its position by 0.8% from the previous year.

PBS share is under-represented as the stations broadcast programs to children under the age of 15 years. The Broadcast Research Council Radio Audience Measure (BRC RAM), measures audiences from 15 years upwards for commercial advertising purposes.
The following table represents a summary of week cume audience performance by station for the period August to December 2014 (this is the latest audience diary available):

<table>
<thead>
<tr>
<th>Radio Station</th>
<th>Aug-Dec 2014 (000)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PCS</strong></td>
<td></td>
</tr>
<tr>
<td>METRO FM</td>
<td>6,388</td>
</tr>
<tr>
<td>SFM</td>
<td>1,707</td>
</tr>
<tr>
<td>Good Hope FM</td>
<td>650</td>
</tr>
<tr>
<td><strong>PBS</strong></td>
<td></td>
</tr>
<tr>
<td>Ukhosi FM</td>
<td>7,732</td>
</tr>
<tr>
<td>Umlhlobo Wenene FM</td>
<td>4,244</td>
</tr>
<tr>
<td>Lesedi FM</td>
<td>3,669</td>
</tr>
<tr>
<td>Thobela FM</td>
<td>3,475</td>
</tr>
<tr>
<td>Motsweding FM</td>
<td>3,128</td>
</tr>
<tr>
<td>RSG</td>
<td>1,905</td>
</tr>
<tr>
<td>Ikwewez FM</td>
<td>1,782</td>
</tr>
<tr>
<td>Ligwalagwala FM</td>
<td>1,373</td>
</tr>
<tr>
<td>Munghana Lonene FM</td>
<td>997</td>
</tr>
<tr>
<td>Phalaphala FM</td>
<td>882</td>
</tr>
<tr>
<td>Radio 2000</td>
<td>842</td>
</tr>
<tr>
<td>SAFm</td>
<td>532</td>
</tr>
<tr>
<td>Lotus FM</td>
<td>352</td>
</tr>
<tr>
<td>Tru FM</td>
<td>190</td>
</tr>
<tr>
<td>X-K FM (not reflected in RAMS)</td>
<td>6</td>
</tr>
</tbody>
</table>

*27.9 million is an unduplicated figure for SABC Radio
**The figure for PBS Radio and PCS Radio cannot be added as listeners have repertoires that cut across radio stations.

Source: RAMS (August –December 2014)

Looking Forward

The SABC is developing a 360 degree digital solution for its audiences for it to remain relevant and competitive. This includes SABC Radio Digital Media working on developing a Media Player for the SABC. This is the SABC Radio website portal and an application that will enable listeners to access audio streams of the stations from any digital device.

SABC TELEVISION

During the year under review, SABC TV performed considerably well in meeting the public service mandate and delivery of public value, considering the international sporting events the channels had to deliver on which included the 2015 Africa Cup of Nations (AFCON) and the ICC Cricket World Cup.

Compliance to Licence Conditions

The ICASA quotas serve as a yardstick for the regulator to measure the SABC’s delivery against its public service mandate as stipulated in the Broadcasting Act.

In terms of the licence conditions, the Corporation must provide the following to prove its compliance:

- Percentage of local content;
- The use of each official language including minority languages; and
- Percentage of different genres broadcast on prime time.

SABC TV Performance on Local Content

During the 2014/15 financial year, all three channels performed fairly on overall local content and in some instances exceeded the local quota requirements per genre.

The graph below, depicts some under performance on minimum hour per genre requirements and on languages other than English during prime time. This is as a result of the broadcast of events of national importance such as the AFCON for which exemption with the licence conditions was lodged and full exemption was approved by ICASA for SABC1 and partial exemption for SABC2 and SABC3.

SABC Local Content

ICASA’s overall local content quotas: 55% for PBS and 35% for PCS

<table>
<thead>
<tr>
<th>SABC TV on Genre Delivery</th>
<th>Prime Time</th>
<th>ICASA quota</th>
</tr>
</thead>
<tbody>
<tr>
<td>SABC1</td>
<td>77.23</td>
<td>78.99</td>
</tr>
<tr>
<td>SABC2</td>
<td>60.95</td>
<td>80.61</td>
</tr>
<tr>
<td>SABC3</td>
<td>40.15</td>
<td>48.68</td>
</tr>
</tbody>
</table>

Average %

The following table represents a summary of week cume audience performance by station for the period August to December 2014 (this is the latest audience diary available):

<table>
<thead>
<tr>
<th>SABC1</th>
<th>Prime Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>News</td>
<td>2:58</td>
</tr>
<tr>
<td>Current Affairs</td>
<td>1:56</td>
</tr>
<tr>
<td>Drama</td>
<td>8:01</td>
</tr>
<tr>
<td>SA Drama</td>
<td>4:00</td>
</tr>
<tr>
<td>Documentaries</td>
<td>2:47</td>
</tr>
</tbody>
</table>

Average hours/min per week

Source: Broadcast schedules (30 March 2014 - 29 March 2015)

Behind the scenes of the production of Generations, broadcast on SABC1.
The three channels' full day performance shows that channels exceeded their genre delivery targets, with the exception of SABC3's Children's genre delivery.

### % Local Content per Genre

<table>
<thead>
<tr>
<th>Genre</th>
<th>SABC1 as PBS channel</th>
<th>SABC2 as PBS channel</th>
<th>SABC3* as PCS channel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children</td>
<td>55:00</td>
<td>55:01</td>
<td>50:51</td>
</tr>
<tr>
<td>Current Affairs</td>
<td>84:06</td>
<td>89:24</td>
<td>99:24</td>
</tr>
<tr>
<td>Documentary</td>
<td>64:72</td>
<td>68:00</td>
<td>68:63</td>
</tr>
<tr>
<td>Drama</td>
<td>50:00</td>
<td>50:40</td>
<td>43:88</td>
</tr>
<tr>
<td>Education</td>
<td>60:00</td>
<td>60:00</td>
<td>65:64</td>
</tr>
<tr>
<td>IKB's</td>
<td>64:51</td>
<td>50:00</td>
<td>76:50</td>
</tr>
</tbody>
</table>

### Language Delivery

<table>
<thead>
<tr>
<th>Language Delivery</th>
<th>SABC1 Total other than English</th>
<th>SABC2 Total other than English</th>
<th>SABC3 Marginalised Other than English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Performance</td>
<td>18:12</td>
<td>19:36</td>
<td>1:48</td>
</tr>
<tr>
<td>ICASA's Quota</td>
<td>15:17</td>
<td>18:40</td>
<td>0:53</td>
</tr>
</tbody>
</table>

Events of national importance were mainly broadcast on SABC2.

*An application for exemption for SABC3 during the West Indies Inbound Cricket Tour and the ICC World Cup was also lodged and the SABC is awaiting the response thereof.
Programming Highlights

SABC Education broadcast two specials, the Department of Basic Education (DBE) Spelling BEE, and the Nelson Mandela Children’s Parliament. The DBE Spelling BEE is a partnership between SABC Children, SABC Education and the DBE. The show consisted of a three part broadcast on “YO TV” covering the Gauteng finals, the Provincial finals and the National finals at the National Library in Pretoria.

The Nelson Mandela Children’s Parliament, a partnership between SABC Education, The Nelson Mandela Children’s Fund and the Department of Social Development (DSD) went out as a Special on ‘Hectic Nine 9’. SABC Education has since committed to doing more for South Africa’s children, and fight for their well-being in areas like education, safety, sports and recreation.

The ‘Living Land’ project team at SABC Education together with strategic stakeholders held an emerging farmers agricultural workshop at the Jacaranda Agricultural showground in Pretoria, to engage the farmers on ‘Technology and Youth in Agriculture’. The event was attended by 300 youth and emerging farmers from Gauteng and key strategic stakeholders in the agricultural sector. The platform provided organisations with opportunity to engage directly with the farmers specifically on issues that affect them, which included access to loans, new technology, workshops and information on climate conditions that affect them adversely. The event also provided key programming input into the ‘Living Land’ production.

The ‘I am Woman’ religious series was selected for screening at the Sonke Gender Justice Film Festival. It was also earmarked for licensing to TV4 Entertainment Channel – VOD in Las Vegas. The ‘I am Woman’ religious series was selected for screening at the Sonke Gender Justice Film Festival. It was also earmarked for licensing to TV4 Entertainment Channel – VOD in Las Vegas.

Key Achievements

The 54th International Mathematics Olympiad (IMO), hosted by South Africa took place from the 3rd to 13th of July 2014 at the University of Cape Town. SABC Education signed a partnership agreement with South African Mathematics Foundation (SAMF) as the Gold Media Sponsor. About 103 countries sent teams (consisting of six learners) to participate at the IMO. SABC Education together with the Minister of Basic Education and other sponsors attended the Award Ceremony that took place on 12th of July 2014 and handed out medals to the gold, silver and bronze winners.

SABC Education partnered with the event management company Spintelligent in a three year agreement to deliver the ‘SABC Education African EduWeek’ conference and Exhibition targeting Educators and service providers of educational equipment. Consequently, the first SABC Education African EduWeek was held at the Sandton Convention Centre from the 9th to the 11th of July 2014. Part of the importance of SABC Education African EduWeek was to enhance the South African/ China bilateral relations on education and to foster partnerships that will afford, in particular, South African students opportunities to study abroad in any of the BRICS countries and to further learn how these countries are advancing with the integration of technology and curricula.

‘Raise Your Hand Campaign’ an SABC Education Initiative was officially launched in Seshego, Limpopo on the 17th of October 2014, with Thobela FM broadcasting live from the venue. In this venture, the SABC partnered with Eskom and I-College. Eskom gave away 200 Lap desks. I-College gave away 10 Panasonic bursaries, including two years’ work experience as part of their ‘Raise Your Hand’ campaign support. Phalaphala FM and Munghana Lonene FM supported the initiative by doing crossovers and interviews.

SABC Education hosted the ‘Matric Results Line’ and received over 390 000 sms’s of which 250 000 learners opted-in to receive communication from SABC Education. The unit has continued to provide media relations support for the Matric results SMS service and using Unstructured Supplementary Service Data (USSD) to obtain results on 35658 or *120*35658#. The service was published in Drum, Teens Online and BizCommunity.com and broadcast on SABC PBS channels and radio.

In January and February 2015, SABC Education in partnership with the Department of Higher Education and Training rolled out an awareness campaign targeting learners who were not admitted to Institutions of Higher Learning to use alternative institutions of higher learning like Formal Education and Training (FET) Colleges and Universities of Technology.

SABC Religion attended the Summit for the World Alliance of Religions which was held in South Korea on the 17th of October 2014. The summit was ground breaking in that it presented ‘the World Alliance of Religions’ as a concrete proposition for realising the cessation of wars and world peace. It also undertook to sign the Unity of Religions Agreement, and the second measure was to present the agreement to propose the enactment of an International Law for the Cessation of Wars and encourage political and religious leaders around the world to participate.

On the 26th of November 2014 various stakeholders co-hosted a session on religious education in schools as well as challenges faced by religious communities in terms of language and religion. The SABC attended the session to gain insight into the current policy discussions around this.
The SABC Religion has signed an MOU with the National Inter-faith Council of SA (NiCSA). In January 2015 there were successive discussions and meetings with the religious communities such as the International Fellowship of Foundational Ministries (IFFM), Islamic community, NiCSA, the Jewish community and Hindu community on the current editorial policies which are to be reviewed.

Three new production companies owned by youth were provided with industry development support through the commissioning of their drama productions.

A South African PWD company, AudioDescribe, was commissioned as part of a universal access pilot project, to audio describe the SABC1 drama series ‘Sticks and Stones’ for blind audiences. The project is utilising the services of blind individuals based in KwaZulu-Natal and Johannesburg to provide the audio description services. This project is a follow-up on the sponsorship that SABC Television provided for audio description training in 2012. The audio described version of the drama series is currently in production and is expected to be broadcast on the network in the early part of the new fiscal. This is not only the first of its kind at the SABC, but also in the continent.

From September to December 2014, SABC Industry Development hosted emerging filmmaker workshops in Durban, Cape Town, Johannesburg and Polokwane. A total of 258 emerging filmmakers attended. The aim of the workshops was to limit entrance barriers and assist emerging filmmakers and provincial filmmakers with a better understanding of the SABC on how to prepare and submit programming proposals.

The 2014 RFP Book was released to the public on the 27th October 2014 across various platforms. The new content is critical for the three channels to ensure diverse and fresh content which encourages competitive and financially viable schedules thereby concretising the SABC’s market position.

SABC Television team, accompanied by Procurement, spent three weeks of November 2014 traveling to all SABC Provincial Offices to present the October 2014 RFP Book. The SABC consulted broadly across all provinces by means of these roadshows and reached about 1033 industry people.

Looking Forward

SABC Encore will be launched on DStv’s channel 156 in the first quarter of 2015/16 financial year. The channel will provide quality, memorable retro content for South African viewers. The SABC will utilise its vast archives to package the channel which will showcase content that defined broadcasting in its early years in South Africa. Strong focus will be placed on content from the 80’s and 90’s. The majority of South Africans between the ages of 37 and 70 years will be able to connect with some of those unforgettable favourites. The multi-genre channel will evoke nostalgic moments that many South Africans have of programmes that made them laugh, cry or just opened their world. The SABC currently has four channels on the terrestrial platform and two on satellite DStv bouquet. The two channels are being piloted on the DStv platform. They will be migrated to the DTT platform after switch on.

**SABC NEWS AND CURRENT AFFAIRS**

The past financial year proved to be one of the most exciting years in the news front. Nationally, South Africa celebrated 20 years of democracy which culminated in the 5th National Elections, the conviction of the Olympian Oscar Pistorius made international headlines and proved the resilience of South Africa’s judiciary. The unfortunate death of 84 South Africans who perished in Nigeria made international headlines. On the international front, the year saw the worst outbreak of Ebola, two passenger planes from the same airline crashed in a matter of months, a war in Ukraine, sit-in protests in Hong Kong, abduction of young girls by Boko Haram, and Germany being declared a surplus economy in the struggling Euro-zone.

As a content provider for all the 18 SABC radio stations, four TV channels and digital media platforms, SABC News and Current Affairs continued to uncover, report and deliver this riveting content to all its viewers across the country and the world.

**Compliance to Mandate**

The SABC News and Current Affairs Division has extensive news capabilities and resources, with nine bureaus dotted across South Africa and three international offices in Zimbabwe, Kenya and the United States of America. Massive investment in technology has given SABC News and Current Affairs unparalleled news gathering capacity. The service is created in terms of the SABC Charter, the South African Broadcasting Act and follows the prescripts of the Broadcasting Complaints Commission of South Africa’s (BCCSA) Code of Conduct and the SABC’s Editorial Code. In terms of the Broadcasting Act, the SABC is obliged to broadcast programming that, amongst others:

- Reflects South African attitudes, opinions, ideas, values and artistic creativity;
- Displays South African talent in educational and entertaining programmes;
• Offers a plurality of views and a variety of news, information and analysis from a South African point of view; and
• Advances the national and public interest.

The uniqueness of South Africa’s history also drives the functionality and focus of the Division. This is recognised in its editorial policies which include the following directives:

• To heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights;
• To improve the quality of life of all citizens and free the potential of each person; and
• To build a united and democratic South Africa which is able to take its rightful place as a sovereign state in the family of nations.

News and Current Affairs Performance

On a daily basis the Division produces 12 Television News bulletins and 10 Television Current Affairs shows on SABC1, SABC2 and SABC3 every week, while on SABC 24 Hour News Channel, the Division produces 16 304 minutes of news and 6 336 minutes of current affairs programming per month. The total emission time on TV increased this year from 2541:15:58 to 2980:48:50 mainly because of increased live coverage of events. Significant growth in the popularity of SABC news online demonstrates the cross platform demand for SABC news content.

Programming Highlights

Nowhere was the capacity and aptness of SABC news displayed more than during the May 2014 General Elections, a milestone in our thriving democracy. In terms of the elections, SABC News commenced with its national debates in February 2014. The debates were broadcast simultaneously on Sunday nights on SABC1 and SAtm and streamed live on sabc.co.za/news. The debates were conducted in partnership with the University of Johannesburg and were held across the country. In April, pre-election shows on SABC2 with simulcast on the 24 Hour News Channel were introduced. The shows were anchored from Johannesburg, with live crossings to Provinces.

Audience ratings (ARs) increased during the election period with six SABC TV news bulletins increasing their ratings month on month, while one sustained its audience. The isiZulu bulletin went back to 11 ARs, with the isiXhosa news bulletin slightly behind on 10.8 ARs. Both these bulletins also exceeded ratings recorded a year ago. The ‘Election Debate’ programme increased its rating month on month by 0.8 ARs (2.2%), while ‘Yilungelo Lakho’ increased its rating marginally. ‘Cutting Edge’ lost viewers during the period. However, the ‘Election Debate’ programme and ‘Yilungelo Lakho’ out performed ratings recorded a year ago.

A total of 1 200 SABC staff members were involved in the Television, Radio and online coverage of the 2014 General Elections. SABC News identified 26 Outside Broadcast (OB) points and 100 cameras were deployed across the country. The TV production was end-to-end digital with conversion to analogue only at the point of transmission to air.

The Division also had nine OB points at the Independent Elections Commission (IEC) centres in all nine Provinces. The 17 remote mobile units which were deployed across South Africa received news feeds from all 12 of the SABC’s provincial offices. The SABC’s results system was connected to the IEC, to ensure that results were available instantaneously. In addition to reflecting the results as released by the IEC, SABC News was able to provide comparisons with previous elections, pick up on results trends as they developed and do predictions of expected outcomes in conjunction with experts from the Council for Scientific and Industrial Research (CSIR), using scientific forecast model specifically developed for the elections. The results and predictions were broadcast on all radio, TV and digital news services.

SABC News had a total of six TV anchors presenting from the IEC in Pretoria which ensured that viewers were kept updated throughout the election period. Featured on the broadcast was a panel of 30 election analysts who took turns to offer a wide and balanced analysis of election issues, in a way that informed, contextualised and explained the results to the citizens of South Africa.

During the post-election period, all the general assembly debates and the State of the Provinces by Premiers were broadcast live. This added impetus to the efforts to take Parliament to the people and bring people to Parliament.

During the period under review, the Division continued to diversify topical issues in the news bulletins and strove towards an equal distribution of political, economic and social policy issues. This made the offerings to be more constructive, insightful and educational on policy issues. The Media Tenor Group describes the coverage during this period as follows: ‘... SABC TV News reported constructively on different policies, while still providing insight into the disruptions of Parliament. The national broadcaster continued to fulfil its role in creating awareness on critical policies.’

All this happened on the back of two successful live broadcasts of major events in the country, the State of the Nation Address by President J G Zuma and the National Budget Speech by Minister N Nene. Reporting on women issues also increased following the launch of the ‘16 Days of Activism against Women and Children’ campaign towards the end of the third quarter. The coverage exceeded all expectations and provided an opportunity to inform the nation about the major strides which South Africa has made towards women empowerment. Throughout the year under review, SABC News and Current Affairs also had extensive coverage of all relevant newsmakers.

South Africa’s involvement at the World Economic Forum generated some positivity on the economy, as President Jacob Zuma assured investors on the business capabilities of South Africa. However, the continued energy challenge and the low growth forecast by the International Monetary Fund (IMF) had some influence on the tonality of the SABC coverage.

The 24 Hour News Channel also improved its performance during this period especially the 18:00 to 23:59 block. The viewership peaked at 18,563, making it the best supported day-part during February and March 2015. The channel’s average daily rating improved by 3,930 viewers compared to its rating of a year ago.

Looking Forward

The Division will embark on a concerted effort to change the media paradigm which casts Africa, including South Africa in a negative light. The current paradigm ignores the major economic and social opportunities which exist within South Africa and the continent. Africa has buffered the world economic crisis and yet little is reported on this major achievement. International banks such as Barclays, ICBC and HSBC are looking at expanding their business operations within the continent. Major retailers such as Walmart have also entered into business ventures and are operating on the African soil. Yet coverage of the continent continues to disregard the fact that the continent possesses attractive market dynamics, favourable demographics trends and a growing economy.

As part of the new financial year’s drive, the Division will also intensify its preparations for the 2016 Local Government Elections and commence with pre-election programming whilst awaiting the official proclamation of the elections date by the President the Republic of South Africa.
SABC SPORT

Compliance with Licence Conditions

The ICASA Regulations on Sports of National interest, gazetted on the 7th April 2010 (No. 330797) lists the following sporting codes as national sporting events:

- Summer Olympic Games;
- Paralympic Games;
- All Africa Games;
- Commonwealth Games;
- FIFA World Cup;
- Africa Cup of Nations;
- IRB Rugby World Cup;
- ICC Cricket World Cup;
- ICC T20 Cricket World Cup Championship;
- West Indies Inbound Tour;
- Comrades Marathon;
- Two Oceans Marathon;
- Super 15 Rugby;
- COSAFA Cup;
- Confederation of African Football (CAF) Champions League;
- CAF Confederations Cup;
- Telkom Charity Cup;
- MTN 8 Cup;
- Telkom Knockout;
- Nedbank Cup;
- National Men’s and Women’s Soccer Teams;
- Castle Rugby Championships Inbound Cup;
- Currie Cup; and
- MTN 40 (cricket).

Sport Programmes: SABC’s performance

On Sport of National Interest

During the period under review, soccer and cricket dominated the broadcasts of Sport of National Interest. SABC Sport covered the Premier Soccer League (PSL) games, National Teams matches, CAF tournaments, the successful broadcast of the FIFA World Cup 2014, AFCON 2015, Cricket comprised of the Inbound West Indies Tour, and the 2015 ICC Cricket World Cup.

On Minority and Development Sport

During the 2014/15 financial year, the SABC successfully broadcast the South African Women’s Golf tournament, the Indigenous Games and the SAFA Development Games. The SABC utilised Sportsview, a weekly magazine show which covers all Development and Minority Sport. The SABC also successfully covered other events such as Vodacom Durban July, PSL Awards and SA Sports Awards.

The major events that were broadcast relating to women and youth were the Nedbank KeYona team reality show and match, the SAFA women matches, the Nanjing Youth Olympics and the FIFA under 20 Women’s World Cup as well as the Women’s Day Minister’s Awards.

Sport Genres

On National Interest

<table>
<thead>
<tr>
<th>Sport Genres</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Interest - Soccer, Cricket, Commonwealth, Rugby and Athletics</td>
<td>74%</td>
</tr>
<tr>
<td>Other - Durban July; PSL Awards; SA Sport Awards</td>
<td>2%</td>
</tr>
<tr>
<td>Developmental and Minority - SAFA Development Matches, Indigenous Games; SA Women Golf</td>
<td>24%</td>
</tr>
</tbody>
</table>
The following graph depicts the magazine shows that comply with the ICASA Regulations as it covers Women, Youth and the Disabled in Sport.

### Programming Highlights

During the year under review, SABC Sport continued to bring the front row seat experience to SABC audiences and saw the broadcasting of major sport events as follows:

- Despite Bafana Bafana failing to qualify for the 2014 FIFA World Cup during June and July 2014, they commanded the highest market share and high audience ratings (AR's). The broadcast plan included the delivery of a number of magazine shows produced by SABC Sport which complimented the overall programme offering of the 2014 FIFA World Cup;

- Six international friendly matches involving Bafana against a number of countries including Australia- away game, New Zealand – away game, Ivory Coast, Mali, Cameroon and Nigeria;

- The 2015 Africa Cup of Nations;

- Africa Women Championship in Namibia and Africa Youth Championships U/20 in Mali;

- The SABC concluded an agreement with Cricket South Africa for the rights to all the Protea Inbound Tours. The first broadcast commenced at the end of December 2014. SABC Radio Sport also played a key role by being the eyes and ears by broadcasting the Protea’s outbound cricket matches against Sri Lanka and Australia with Radio 2000 broadcasting all the matches by way of ball-by-ball commentary, with the rest of the radio stations, doing live crossings, live updates or reports;

- Outbound tour to Sri Lanka comprising of three One Day International matches (ODI), against Australia comprising of three T20 international matches and five ODI’s. Radio platforms continued to excel in covering the inbound cricket matches against West Indies where two Tests, five ODI and three T20 international matches were played;

- The 2015 ICC Cricket World Cup in which the Proteas unfortunately fell out in the semi-final when they were knocked out of the tournament by co-host New Zealand. Radio 2000, with its top drawer commentary team, remained the home of World Cup Cricket by providing our listeners with ball-by-ball commentary;

- Ball-by-ball commentary, of the tri-angular cricket matches between South Africa, New Zealand and the host, Zimbabwe;

- SABC continued with their mandate to broadcast events of national interest by broadcasting the Comrades and the Soweto Marathons. This was over and above the broadcast of the Nelson Mandela Day Marathon, which took place at Howick, in KwaZulu-Natal;

- In partnership with the South African Rugby Union (SARU) the Rugby Sevens series held in Port Elizabeth, for the first time. This is over and above the three inbound Test matches against Italy, Wales and Scotland and the two of the four outbound Test matches against England and Wales;

- SABC also partnered with Sport and Recreation South Africa (SRSA) to broadcast the ‘Unite for Mandela’ event which was held at the Union Buildings in Pretoria;

- The SABC brought to the South African population the 2014 Commonwealth Games staged in Glasgow, Scotland from the 23rd of July to the 3rd August 2014, where our athletes performed beyond expectation and brought back home more than 40 medals combined. This was followed immediately by the broadcast of the Youth Olympics;

- SABC Radio and Television did a live broadcast of the SA Sports awards held in Sandton Convention Centre on the 29th of November; and

- SABC Radio continued to shine by bringing to the doorstep of South Africans, the annual NEDBANK Golf Challenge held in Sun City. Radio 2000, RSG, SAtm and Motsweding FM covered this event from the venue in Sun City whilst the other stations did live crossings and updates from their respective provincial studios.

### Key Achievements

During the year under review, SABC Sport made some telling achievements which include the following:

- The re-launch of the Sport Website during AFCON;

- Implementation of radio platforms integration strategy to align special projects as well as the variety of content offered;

- Commercialisation of the Radio Sport and increase in classic advertising and sponsorship of special events;

- Broadcast of the 2014 Commonwealth Games thus prioritising main events that included South African athletes, yielding an increase in audience ratings in the time slot allocated; and

- The conclusion of the trade exchange agreement between PSL and SABC Radio Sport. This partnership gave birth to a programme called ‘Sekunjalo’ which is broadcast across all SABC Radio Stations.

### Looking Forward

In a highly competitive environment marked by a wide range of choices due to new media platforms, SABC Sport will strive to:

- Develop and maintain an innovative, sustainable rights and content portfolio, that is compelling and compliant with ICASA requirements;

- Produce content that is world class at an affordable level with innovative, commercial elements that enhance audience delivery;

- Improve our cost efficiencies and profitability;

- Develop, maintain and prioritize relationships with sporting federations and to be a catalyst in the execution of the national agenda on sport and sport development; and

- Invest in human capital through recruitment, development and retention of key talent, skills and performance management.
UNIVERSAL ACCESS

The SABC continues to partner with other State Owned Entities (SOE)’s to ensure that its services are received by citizens. The DTT roll-out plan is in the process of being finalised between SENTECH and the SABC. On the combined DTT and DTH platforms, for the first time in its history, the SABC will have 100% coverage of all five TV Channels. In addition, plans are underway to expand the FM Transmitter Network to provide more citizens with access to SABC Radio services.

The SABC has included all 18 SABC Radio Stations on its DTT platform. The SABC further applied to ICASA for FM frequencies for expansion of its radio services in areas that do not have coverage of its services. About 30 of the applications made were granted by ICASA for implementation.

INDUSTRY DEVELOPMENT AND TRANSFORMATION

During the year under review, the Broadcast Research Council (BRC) was established as a joint industry initiative to take over from the South African Audience Research Foundation (SAARF). A lot of ground work has been done to ensure that the newly established organisation as an inclusive non-profit industry body catering for the audience research needs for both radio and television industry in South Africa. The formation of a credible new audience measurement structure was proposed when the National Association of Broadcasters (NAB), supported by the SABC and other television and radio broadcast members, terminated membership to SAARF after independent audit findings that the accuracy of the SAARF Television Audience Measurement Survey data (TAMS) had been compromised.

During the period under review, the SABC made significant strides in the history of the organisation by attaining a BBBEE Level 2 rating status in the ICT sector’s stringent targets BBBEE accreditation process. This comes after the 2013/14 Level 4 contributory level status which was not ideal for the organisations profile, especially as an SOE. The verification process was conducted throughout the SABC’s broader spectrum (Head office and the Provincial offices) and the data provided eventually resulted in the BBBEE status achievement.

The organisations strategic approach and the improved reporting and record keeping by Divisions as well improved BBBEE compliance by Vendor Master Section contributed a great deal. It should be noted that BBBEE Level 2 has resulted in the SABC’s BBBEE status being significantly improved, it has also had a positive bearing to the SABC’s commitment to South Africa’s transformation. Moreover and most significantly this puts the SABC in a favourable position to our clients who are utilising our broadcasting services. This implies that the clients are now entitled to a preferential procurement claim of 125% for each and every rand spent with the SABC. From the SABC clients perspective, this will have a positive impact on their supplier database and contribute to the organisation’s BBBEE status as well, specifically in the codes of good practice and preferential procurement element.

Preferrential Procurement (PP) Activity

The table below contains the SABC’s Preferential Procurement spend accreditation results. Based on the previous codes, the SABC met its targets. The new codes became effective on 1 May 2015 but the sector codes is anticipated to be implemented in October 2015. An analysis based on the new codes will be conducted.

SABC PP Performance for 2014/15 Financial Year

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Compliance Target</th>
<th>% Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Suppliers</td>
<td>50%</td>
<td>80.96%</td>
</tr>
<tr>
<td>QSE/EME</td>
<td>12%</td>
<td>15.55%</td>
</tr>
<tr>
<td>50% Black Owned</td>
<td>9%</td>
<td>19.26%</td>
</tr>
<tr>
<td>30% Black Women Owned</td>
<td>6%</td>
<td>4.29%</td>
</tr>
</tbody>
</table>

Accredited Transformation Table

<table>
<thead>
<tr>
<th>BEE Element</th>
<th>Weighting Points</th>
<th>Company Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>15</td>
<td>NA</td>
</tr>
<tr>
<td>Management and Control</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Employment Equity</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Skills Development</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Preferential Procurement</td>
<td>20</td>
<td>19</td>
</tr>
<tr>
<td>Enterprise Development</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Socio-Economic Development</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Grand Total</td>
<td>100</td>
<td>15</td>
</tr>
<tr>
<td>Procurement Recognition</td>
<td>2</td>
<td>125%</td>
</tr>
</tbody>
</table>

In terms of direct empowerment, the SABC exceeds the minimum targets and has a management which is fully transformed and pertaining to indirect empowerment, which looks at preferential procurement, enterprise development and socio economic development the SABC did meet most of its targets. A greater effort needs to be put on increasing spend and empowerment of more female owned business who are more than 30% Black Female Owned.
During the 2014/15 financial year, the SABC continued to further its mandate by utilising appropriate technology during SA’s journey into the Digital World. The themes of convergence and a customer centric approach remain at the heart of our journey.

**Innovations**

The Technology Division revamped SABC websites to enable them to be accessible from mobile devices. The new websites include that of SABC Sport, Television OB and Munghana Lonene FM.

In order to reduce the carbon footprint and making the SABC green, the process to implement IT solutions that encourages these elements has begun. The starting point focusses on eliminating manual paper based forms and automates workflows such as our deal making process.

The process of implementing a playout server at Sentech Offices, that will ensure that viewers are not affected during times of technical challenges, started during the period under review.

**DTT Readiness**

The digital horizon continues to challenge and transcend the boundaries of the traditional analogue broadcasting ecosystems. Broadcasters continue to distribute more content and access more information, centred on personal interaction.

During the period under review, the SABC improved on its infrastructure and systems that will be used to broadcast on the DTT platform e.g. upgrading the DTT Head-end to enable HD. The plan for the next financial year is to continue to upgrade components of the technical broadcast value chain to provide citizens with more value from the DTT migration e.g. develop close captioning functionality.

The SABC continued to work with key stakeholders and industry bodies to ensure a successful DTT changeover. For example,

- Part of the Multimedia and Hypermedia Expert Group (MHEG5 SA) Interactivity Forum was constituted to assist the DTT Set-Top-Box (STB) manufacturers with the implementation of the MHEG5 SA interactive platform in their STB’s; and
- Working with the SABS to develop standards for the DTH STB and iDTV’s in South Africa;
- There are additional benefits that the DTT will enable the SABC to deliver to its audiences including:
  - Choice;
  - Improved picture and sound quality; and
  - Access to programme information via the electronic programme guide.

**Looking forward**

The next financial year will be exciting and rewarding but a challenging period in the history of the SABC. Convergence and technological improvements will drive efficiencies and provide a competitive edge for the SABC. In addition, the Division will continue to assess and ensure that infrastructure adds value to broadcast operations. Key areas of focus include:

- Completing the implementation of the emergency playout server at Sentech Office, to ensure that viewers are not affected during times of technical challenges;
- Completing the upgrade of the Corporation’s IT network, will seek to enable Provincial Offices to transfer provincial content more easily to the head office;
- Continuing with the upgrade of the Corporation’s IT infrastructure to ensure a more robust and reliable platform for business continuity;
- Continuing with the implementation of IT solutions to reduce our carbon footprint;
- Continue with the FM expansion project and procure as well as roll out transmitters for licences that were approved; and
- Continuing to engage with industry stakeholders to ensure a successful DTT migration and put in place MOU’s to ensure there is no signal disruption during the DTT migration process.
During the year under review, work on refining the SABC brand to position the organisation more favourably and restore the corporate brand reputation, continued. The objective remains to galvanise transversal support for all SABC sub-brands and thereby contribute to meeting audience share and revenue targets.

Throughout the year, SABC sought relevant and significant opportunities to position the brand SABC by means of through-the-line marketing campaigns, sponsorships, brand experiences, publicity and digital media interventions to enhance brand perceptions. Some of these included:

**20 Years of Democracy theme**

The SABC’s 20 Years of Inspiration campaign themes for July to September were centred around Madiba Month, Women’s Month and Heritage Month respectively. Various SABC TV, Radio and Digital platform executions were broadcast in transversal cooperation with our internal partners. SABC brand teams, in collaboration with the TV on air creatives, produced the Nelson Mandela month TV and Radio campaign. The campaign flew a generic Mandela Month hashtag (#Do67minutes) and all SABC platforms directed audience conversations about their activities to this platform. The hashtag was trending on the 18th July in South Africa.

**2014 General Elections**

For the 2014 General Elections, SABC News built the momentum of the election debates through various political party and voter engagements via roadshows that spanned across the country. In partnership with the IEC, the news and marketing teams established an SABC branded exhibition and meeting centre from where live broadcasts were held.

**FIFA World Cup in Brazil Sport**

The SABC acquired the broadcast rights for the 2014 FIFA World Cup that took place from the 12th June to the 14th July in Brazil. SABC Sport presented a melting pot of content that celebrated and showcased the connection between the host country and our own, honing in on the passion, flair and difference that the game of billions represents to the fans. SABC Sport, with the support of SABC Group Marketing, SABC Radio stations and TV channels executed a series of activations leading up to and during the tournament.

**METRO FM Music Awards**

During the year under review, METRO FM held the 14th edition of the music awards under the theme: Celebrating Greatness. The METRO FM Music Awards are a key driver of development within the music industry, affording METRO FM an opportunity to expose and celebrate musical talent working closely with independent and major recording labels, thus becoming one of the major signature events in the South Africa’s music calendar.

Listeners are afforded a platform to actively participate in the project through voting for their favourite artists, participating in competitions associated with the awards, attending the main event, the after party, the public viewing areas and participating in social media conversations while listening to SABC Radio stations and watching Television channels.

The METRO FM Music Awards were hosted at the ICC in Durban. This event, which has gained popularity, continued to grow judging by attendance at activations building up to as well as the awards and gala ceremony. As part of ensuring the implementation of the transversal strategy, the event was broadcast live on SABC1, and all SABC Radio Stations supported the event.

**MTN Radio Awards 2014 Awards**

SABC radio stations came out victorious at the MTN Radio Awards where they scooped 27 awards with Umhlobo Wenene FM being voted as PBS Station of the Year. Two of SABC Radio veterans, Putco Mafani of Umhlobo Wenene FM and Angie Kapelianis, the National Radio Current Affairs Editor, were also honoured by being inducted into the MTN Radio Hall of Fame. This status signifies that the recipient has left an indelible mark or that their work has had a profound impact in the industry.

**AFCON 2015 Sport**

AFCON is a soccer tournament that occurs every two years and looks at crowning African Soccer Champions. SABC was the official broadcaster and screened all 32 games live. The tournament took place in January 2015 while the campaign rolled out in late December 2014 and included schedule change elements, executed through radio, print, outdoor, digital and on-air creative.
The X-Factor

SABC1 acquired the rights to broadcast the South African version of the massively exciting X-Factor, which is a first of its kind reality talent search in SA. The show was well received by the South African public and an extensive through the line campaign was run throughout the broadcast duration.

SABC Transversal Brand-building Initiatives and Audience Experience

Brand activations bring the brand to life and encourage relevance and audience engagement that ensures SABC platforms reach the masses and makes the experience memorable. A number of the brand activations targeted areas outside Johannesburg. The aim of the activations was to generate anticipation, enthusiasm and enjoyment as well as encourage viewing and listening across TV and radio platforms.

Youth Month Campaign

SABC1 partnered with METRO FM, Ligwalagwala FM and 5FM to join hands during the month of June, in support of Youth day on the 16th June. The celebrations by the SABC platforms included on-air competitions, a call to action to the June 16 event, as well as a variety of activities and activations throughout the day.

The campaign was purely social media driven, calling on audiences to use #YouthPowerSA and send an inspiring message. The incentive for this was a pair of double tickets to the event on the 16th June 2014 at Chalpazi, with a meal voucher and a sterling line up of artists.

The second phase of the campaign was the partnership with sister station, 5FM, where a skateboarding activation took place on the 16th June at Walter Sisulu Square in Soweto.

SABC Group Marketing organised the Kimberley Diamond Cup, a skateboarding world championship event and agreed to set up a ramp and provided 5FM and SABC1 branded skateboards for competition give-aways as well as set up a DJ area for 5FM DJs to perform at the event.

5FM and SABC1 promoted the event on-air and encouraged listeners to come and get lessons to train on the ramps. SABC1 used ‘Mzansi Insider’ as the primary driving show for this initiative.

Heritage Month Activations

Polokwane Beach Festival

The 6th annual Polokwane Beach Festival took place as the first official Sprint event during the year under review. SABC2 participated in the event because of the type of audience that the festival attracts and also because of the city the festival was being hosted in.

Phalaphala FM Royal Heritage Festival

SABC2 and Phalaphala FM teamed up with The Royal Gardens for the third instalment of the Phalaphala FM Royal Heritage Festival. This event played host to a unique melting pot of cultures, coming together for an enormous celebration. With a turnout of about 12 000 people, this Music Festival brought out South Africa’s crème de la crème artists who catered for every market. To celebrate 20 years of democracy, there were performances by legends in the music scene from the past 20 years.

Indigenous Games

The 9th Indigenous Games Festival was hosted in collaboration with SABC2 and is made up of nine indigenous games codes. These games comprise of indoor codes such as Lintonga, Morabaraba, Ncuva, Kgati and Driestokkies while the outdoor codes include Jukiskei, Diketo, Kho-Kho and Dibeke.

The national festival is a culmination of the provincial competitions that took place in all nine provinces. Approximately 2 500 athletes from all provinces competed for the national titles.

Taung Cultural Calabash

Taung Cultural Calabash is a unique youth based arts festival held annually in Taung, North West province in collaboration with SABC2. The aim of the event is to discover new talent through a series of auditions held at district level. Amateur and semi-professional artists are identified in dance, drama, music and visual arts.
Afro Café’s Joy of Jazz activation

SABC2 and some of its sister Radio Stations went into a trade partnership with the Standard Bank Joy of Jazz festival. The brand aligned the channel properties to the different specialities in the industry.

The activation was hosted by Afro Café Presenter, Stoan, who got audiences to engage with music and put their ‘music intuition’ to the test, where they were rewarded for being on the right track. A branded sound booth was created housing instruments and the actual activation.

Vodacom in the City Festival

The Vodacom in the City is the premier music and lifestyle festival in Johannesburg and one of the major festivals in the South African calendar. This unique festival has a national footprint showcasing both local and international headliners.

SABC3 and 5FM joined forces with Seed Experience for the Vodacom in the City Festival. This event gave SABC3 the opportunity to expose its offerings and helped the channel to acquire content for other properties on the channel. The event took place on the 3rd of October 2014 at Mary Fitzgerald square in Newtown Johannesburg.

Good Food and Wine Show 2014

The Good Food and Wine Show has been in existence for over 15 years and has pushed the boundaries of innovation and excellence as South Africa’s premier food, wine and lifestyle experience. The exhibitions take place in Cape Town, Johannesburg and Durban. The celebrity chef line-up and culinary lifestyle experience, ensures that visitors/viewers continue to get a taste of the extraordinary good life. The Good Food and Wine Show is the biggest culinary event in South Africa.

The first leg of this activation was a great success. The exhibition took place at the Coca Cola Dome, Johannesburg from 31st July till 3rd August 2014. More than 100, 000 people attended the exhibition during the four days.

After a successful exhibition in Johannesburg, SABC3 once again joined forces with Feira Milano Exhibition Africa to participate in the Durban exhibition, which ran for three days.

Other Campaigns and Initiatives

Other campaigns and initiatives included the Moshito Music Conference and Exhibition, Vodacom Journalist of the year (Provincial and National), Macufe Arts Festival (Bloemfontein), the Cricket World Cup. In addition SABC Marketing successfully launched a digital magazine on the 27th November 2014.

The SABC Evoke Magazine enabled the SABC Brand Platforms to generate brand and programming marketing related content that aims to engage, entertain and keep our audiences up to date with the developments across the SABC relating to content, talent and the latest exciting entertainment developments that unfold daily at the SABC.

The creative campaign included print, radio, TV and digital elements which aimed to promote the magazine to the identified target markets making the magazine accessible via web, mobile and on social media app stores. The link to view the magazine can be accessed via: www.sabcevoke.co.za.

Radio Marketing Highlights

There have been developments in the radio industry and competitive landscape that called for strategies to sustain the SABC radio share.

There has been positive results since the appointment of advertising agencies with a number of Corporate Identity (CI) launches and numerous brand campaigns contributing to the audience share growth.

• Motsweding FM and Thobela FM launched their new CI’s in the year under review through multi-layered activations, ranging from stakeholder events to print and Television Commercial (TVC) campaigns;
• RSG launched a brand campaign with two new TV advertisements, outdoor and print activations; and
• 5FM and METRO FM emphasised their brands through TV and print.

Great progress was made in the digital realm with all radio stations reworking websites and exploring more digital offerings for listeners. The radio stations continue with qualitative research to ensure that they understand the listeners’ needs and remain competitive in a landscape bombarded with information and entertainment from various sources.
COMPLAINTS

The SABC distinguishes between two categories of complaints against its various Radio and Television services. The first category is direct complaints, which are those received at various levels within the Corporation from listeners and viewers, and are dealt with by the platforms directly. The second category comprises complaints against SABC services that are referred by a number of bodies, some statutory and others self-regulatory. These include the Broadcasting Complaints Commission of South Africa (BCCSA); the Advertising Standards Authority of South Africa (ASASA); the Independent Communications Authority of South Africa (ICASA), the National Consumer Commission (NCC) and the Department of Communications. All such complaints are dealt with centrally by the Broadcast Compliance Department of the SABC.

Direct Complaints

A total of 1,809 direct complaints were received during the 2014/15 financial year. All these complaints were satisfactorily resolved by the SABC.

Direct Complaints Report 2014/15

<table>
<thead>
<tr>
<th>Period</th>
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Broadcasting Complaints Commission of South Africa (BCCSA)

During the 2014/15 financial year, 136 complaints against SABC services were finalised by the BCCSA. Of these complaints, 131 were dismissed, and five were upheld. Of those upheld, fines were issued for two matters. Details of these five cases appear below:

- A fine of R15 000 was imposed on SABC1 due to negligence on the part of the staff member responsible for advisories appearing on screen as per the BCCSA requirements;
- Motsweding FM was fined R15 000 for broadcasting material offensive to children;
- A complaint against the SABC1 programme ‘Mzansi Insider’ was upheld with a reprimand because appropriate advisory warnings for children were not shown;
- The SABC2 programme ‘50/50’ was reprimanded for not having afforded an interviewee an adequate right of reply;
- The ‘Roger Goode Show’ on 5FM was reprimanded for containing a great deal of sexual talk; and
- The SAfm programme ‘Media@SAfm’ was reprimanded because the presenter did not intervene appropriately when a caller made generalised comments about the entire Cabinet being corrupt.

BCCSA Complaints by Month

<table>
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<th>Period</th>
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Comparative Table by Fiscal

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<tr>
<td>2014/15</td>
<td>136</td>
<td>5</td>
<td>131</td>
</tr>
</tbody>
</table>

Independent Communications Authority of South Africa (ICASA)

During an election period, as was the case during the 2014/15 financial year, all complaints related to election coverage are dealt with by ICASA.

ICASA’s Complaints and Compliance Committee considered and dismissed all six complaints lodged by political parties and a member of the public.

ICASA also referred eight complaints regarding poor quality or no reception of some SABC services in certain areas. These were addressed in conjunction with Sentech, which provides the signal distribution network for the SABC.

National Consumer Commission (NCC)

Two complaints relating to television licence fee collection were resolved after complainants were advised about the requirements that need to be met in relation to owning and disposing of a television set.
Advertising Standards Authority of South Africa (ASASA)

The ASASA considered and dismissed two complaints. One alleged bias in the SABC’s promotion of the 20 Years of Democracy campaign. The other related to on-air promotions referring to the SABC being the official broadcaster of the FIFA World Cup, which was indeed so.

Department Of Communications (DoC)

The DoC referred three complaints, one regarding dissatisfaction with content broadcast on SABC and two regarding TV licence issues. Both were satisfactorily resolved.

The SABC views all complaints received in a serious manner and handles each one with the degree of importance it deserves.

On the 25th of November 2014, SABC Mpumalanga hosted a march where the public was called to stand together and fight violence against women and children during the “16 Days of Activism against Women and Child” campaign. Everyone converged at the SABC provincial offices and marched through town towards the Nelspruit Rugby stadium where the silence was broken. The activists broke the silence by removing the masking tape and shouting #NO to violence against women and children. Organisations such as GRIP, Childline, Commission for Gender Equity, Traditional Health Practitioners and Child Welfare were part of the march.

People with Disabilities

The Hatfield office employs 2% of people living with disabilities and their rented office caters for them, including visitors and wheelchair friendly access.

The Province, through its corporate social investment (CSI) projects donated perishables to the value of R5 000 to the Odirile Centre for people living with disabilities in Temba. This was done in partnership with the Turkish organisation, Turquoise Harmony.

In pursuance of the existing MOU and on-going engagement with Disabled People of South Africa (DPSA), Stakeholder Relations and Provinces Division was part of a round table discussion with DPSA. The round table discussion was organised by First Rand Foundation and was held in Bloemfontein. The discussion was in preparation of Disability Awareness Month and aimed at heightening the important connection between the disability sector, government and private sector. It was also to commemorate the 16 Days of Activism Global Campaign.

Gauteng celebrated International Day for People with Disability on the 3rd of December 2014. Ten young people with disabilities were invited to a breakfast meeting with the PMC in Mpumalanga Province, the meeting discussed the challenges they have in accessing the SABC services.

During the Disability Month, the Mpumalanga Province raised sponsorship of four wheelchair which were given away in radio programmes to listeners. The four chairs were donated over four weeks.

Free State and Northern Cape hosted a Blind Buddy Day. Provincial staff members were requested to express solidarity with the blind people by buying R10 stickers for the Blind Buddy Day on 30 May 2014. Fifty stickers were shared between the blind people by buying R10 stickers for the Blind Buddy Day.

Pholoho School in Mangaung caters for mentally disabled learners from 6 to 20 years old. Teaching focuses mainly on practical skills. Currently the school has 600 learners and their needs are growing. The SABC facilitated a workshop attended by Provincial Management, the Educators and learners. The
workshop’s objective was to engage the aspirations and the needs of the learners and how the organisation could create enabling work environment for people with disabilities.

**Community Organisations**

During the period under review, the SABC formed a partnership with Premier Foods and acquired annual sponsorship for the community of Belfast where there was a housing project handover with another partner J4JOY.

Various corporate social responsibility activations and programme promotions are undertaken in the Provinces in partnership with other SABC platforms. Charity and welfare organisations have benefited immensely through the warm hearts campaign held in winter, take-a-girl-child to work campaign, men-in-the-making, brothers for life, and back-to-school campaigns. The Provinces offer many students with internships and pre-qualification training opportunities.

SABC Gauteng Province engaged with AmaNdebele traditional leaders on a regular basis as part of stakeholder engagement. During the period under review, three meetings with Traditional leaders were held successfully. Ikwekwezi FM covered also the annual cultural and community gathering, called ‘KwaMjekjeke’ at Wallmansthal.

In partnership with Mamelodi Women in Deeds (MaWids), the SABC did a 10km fun awareness walk for breast cancer awareness. The initiative was supported by Mams FM, a community Radio Station and Old Mutual.

Strong relationship with community church groups and local pastors was ensured through Ikwekwezi FM’s Abaphole Baphile programme which broadcast once a month from community hospitals.

On the 24th of September 2014, the world’s first vegetable tree was unveiled at the annual Heritage Day celebrations in Platfontein. SABC in partnership with SPAR Supermarket has embarked on a greening project to uplift the Khwe and Ikun.

In Northern Cape Platfontein Community, X-K FM and local Spar participated in the process of promoting individual financial independence and at the same time addressing the issues of environmental conservation and food security. X-K FM did the OB and SABC Northern Cape News Department provided the coverage.

**Sporting Bodies**

Sundowns FC, Supersport FC, Kaizer Chiefs FC, Cricket SA and SAFA worked closely with the Gauteng Provincial Management. SAFA organised a golf day and the Province was given an opportunity to participate.

The North West Province attended the launch of the Confederation of South African Football Association (COSAFA) Cup tournament held at the Sun City Hotel and Resorts on the 13th March 2015. The engagement was intended to unveil the plans for this year’s tournament to stakeholders as well as solicit support for the event.

**Government Relations**

Meetings were held with the Department of Basic Education (DBE) to access their schools for SABC CSI projects. The focus will be on needy schools. SABC Gauteng Province attended National and Provincial Communicators Forum meetings organised by the DoC to explain government’s agenda and to foster relationships.

Department of Communications Minister, Ms Faith Muthambi embarked on an outreach programme in the Free State, Bloemfontein on the 14th of November 2014. The Minister’s visit focused on Government Communicators and Community Radio Stations. Designated PMC members interacted with the Minister during the first session and a progress report on issues raised was shared with the provincial authorities.

**Interactions with Stakeholders in the Provinces**

The SABC invited the Gauteng Premier to tour the SABC facilities in Auckland Park and to engage on issues of common interest. The Province also attended his State of the Province Address after the elections with the opening of the Gauteng Provincial Legislature. In addition, the Province worked closely with the following government entities: Pansalb, Tourism, DTI, SEDA, CIPRO, and DIRCO.

SABC Mpumalanga, in conjunction with Commercial Enterprises partnered with Ehlanzeni District Municipality on the 19th September 2014 to organise the Province’s biggest Government Networking session. By sponsoring the event the SABC was able to drive sales and gain valuable feedback from them.

In a bid to nurture relations with external stakeholders, the Office of the Provincial General Manager in North West supported by Communications, News and Technology Departments convened a meeting with the North West Department of Sport on the 3rd of September 2014.

The gathering initiated by the SABC North West was intended to solicit input from the Department on how the Corporation can assist in supporting the film industry in the Province. Research conducted by North West Communications revealed that there is no formalised body in the Province with film producers and writers as affiliates. The interests of this creative industry are looked after by the provincial government through the Department of Sport.

Issues that emerged from the meeting included: The SABC’s need to support plans by the Department of Sport and Traditional Affairs to establish a film industry training institution.

**International Relations**

During the period under review, the relationship with International bodies and institutions were cordial and the SABC was able to send a representative to international conferences in Shanghai China and Germany.

The visit to China was from Shanghai Media Group and its purpose was to forge relationship with other broadcasters and maintain bilateral relation.

The visit to Germany was from the Global Media Forum to discuss and share experience from various Broadcasters.

The SABC attended a number of diplomatic functions in different countries. Through the Embassy of the People’s Republic of China, training was provided to SABC graphics artists and the embassy’s communication staff paid a visit to the SABC offices in Hatfield.

The SABC delegation visited Mozambique TV in Mozambique. The purpose of the visit was to implement the Memorandum of Understanding (MOU) that was signed between SABC and Mozambique TV. The two organisations had agreed to work on the handover with another partner J4JOY.

On the 25th of March 2015, SABC delegation travelled to Swaziland and met with a delegation from Swaziland government. Ministry of Information and Swaziland Broadcasting and Information Service (SBIS). The aim of the meeting was to strengthen relations and eliminate the challenges News and Current Affairs Division experiences whenever they are covering stories in Swaziland as well as explore opportunities for exchange programmes between SABC, SBIS and Swaziland Television Broadcasting Corporation.

The SABC Western Cape provincial office has forged good relationships with the Italian, French, Seychelles and Japanese embassies. As a result of these relationships the provincial news office has covered important social responsibility work that these embassies are doing in the communities such as a sailing
school that the Italian embassy is running in Simon’s Town for the benefit of previously disadvantage children. At his 2nd Charity Regatta this is what the Italian Ambassador Vincenzo Schioppa said “The Perennial Trophy – is a unique opportunity for further strengthening the fraternal relations between Italians and South Africans. It aims at sharing with the youth of disadvantaged communities in the Cape Region the values of the sea, of seamanship, solidarity through sport”. A relationship with the French embassy made it possible for SABC News to get the story first, when Doctors without Borders and the Red Cross anchored a naval vessel at Cape Town harbour and used it as their base to operate on children with cleft and other facial deformities.

Local Content Bodies
Ikwekwezi FM provided creative opportunities to freelance script writers and actors for its drama’s and documentaries. With its emphasis on local music, local musicians got wide exposure.

SABC Mpumalanga have a built a strong working relationship with the Mpumalanga International Film Festival (MIFF) an organisation which caters for the majority of film makers in the province. The SABC provincial office supported the MIFF and was a media partner by sponsoring the event with publicity for the event to reach the public.

SABC Mpumalanga is part of the organising committee for the MIFF together with provincial government and private business stakeholders. Other stakeholders are NFVF, Publication Board, NYDA just to name but a few.

SABC Mpumalanga played a significant role in hosting he workshop that was held in the various provinces during the launch of the SABC RFP Book for television content. The provincial office partnered with the Mpumalanga Department of Culture, Sports and Recreation (DCSR) as well as the Mpumalanga Creative Artists during the event. A relationship with the Cape Film Commission is growing from strength to strength; through the CFC the SABC has been invited to participate in the judging of one of the International Academy Awards categories.

SABC Employees
The SABC strives to build on its employees good citizenship behaviour. The SABC encourages and facilitates good citizenship on the part of its employees by encouraging employees to be involved in volunteer and civic activities for programmes sponsored either by the SABC itself or those that employees participate in during their own time. The SABC believes in encouraging good corporate citizenship among its employees because the health of its business and the well-being of society are interdependent. Participation of employees in civic good cause activities not only increases the visibility and reputation of the SABC but also gives employees a sense of purpose.

Below are some of the examples through which employees articulate their good citizenship:

- Two Oceans and Comrades Marathons;
- Promoting a spirit of camaraderie with other organisations through participation in soccer games, and other sporting activities;
- Wellness activities were held in partnership with companies such as Old Mutual, Standard Bank, Virgin Active and Nedbank;
- Engagements with labour representatives were held on a quarterly basis during the period under review;
- Employees are always invited to participate during SABC community outreach programmes;
- During this financial year, employees celebrated Women’s Month. In some instances, such as in Tshwane, the soccer team played in honour of women involved with charity work in Tshwane. Companies such as Nandos, Standard Bank, TUT and McDonalds assisted the SABC; and
- Staff members got together on the 24th September 2014 to celebrate Heritage Day. They were encouraged to wear their traditional attire and share a dish that is unique to their culture to promote the spirit of Diversity and Oneness. It also helped with raising awareness about accepting those that are different thereby discouraging acts of xenophobia and other forms of unfair discrimination.

Going Forward
In order to broaden the concept of good citizenship the SABC will set up an employee citizenship framework and structure to co-ordinate all the volunteering and participation in good cause civic activities so that employees can feel as part of the solution and embrace this concept.
During the 2014/15 financial year, the SABC continued to build its business on the foundation of top on-air talent, high quality production, well researched topics, entertaining and engaging presentation styles which kept viewers and listeners glued to their TV and radio sets. Similarly, during the period under review, the SABC stood head and shoulders above its peers and collected accolades from all corners of the world.

**SABC Radio**
The best South African radio talent converged at the 5th MTN Radio Awards which were hailed as the biggest since their inception five years ago. From the more than 95 radio stations that participated during the period under review, the SABC radio stations scooped 27 awards with Umhlobo Wenene bagging the most coveted Public Broadcasting Service (PBS) ‘Station of the Year’ Award and Thobela FM took home the ‘My Station’ Award by its listeners; Best Radio Station Award; Best Breakfast Show; Best Music Show, Best Weekend Show; and Skumbuzo Mbattha was named the Best Afternoon Drive Show Presenter. The following SABC Radio Stations scooped various awards:

- Motsweding FM: Afternoon Drive Show PBS – Fokotsa Gee and Drama Programme PBS - Seboloke
- Good Hope FM: Breakfast Show Commercial – The Good Hope FM Breakfast Show;
- Lotus FM Newsbreak: News and Activity Producer PBS – Prabashini Moodley and News and Activity Show PBS – Newsbreak Talk;
- Ligwalagwala FM: Content Producer - Sifiso Malisa;
- Lotus FM Newsbreak: Field News Reporter PBS – Taresh Harreeparshad
- SABC Radio Stations: Multi-Channel Promotion PBS – Standard Bank Iksetsetse Zenzele;
- Munghana Lonene FM: News and Activity Presenter PBS – Morgan Shimbambu;
- Channel Africa: News Bulletin Reader PBS – Amanda Matshaka;
- SAfm: Night-Time Show PBS – Overnight
- Ukhozi FM: Sports Show PBS – Ezemidalo no Victor; and
- METRO FM: Sports Show Commercial – 083 Sports@6 with Marawa.

The following individuals were recipients of the MTN Awards during the period under review:

- Angie Kapelianis: Inducted into the Hall of Fame;
- Angie Kapelianis, Danny Booyzen, Michelle Constant and Monique Stander: Best Radio Documentary;
- AM-Live on SAfm: Best Public Radio Actuality Programme;
- Taresh Harreeparshad: Best Public Radio Actuality Presenter; and

**Other Radio Awards**
- Good Hope FM: Silver Arrow Award from the Peer Management Review (PMR) Africa Awards;
- SAfm’s Joey Legodi: Standard Bank Rising Star Award for the Media and Marketing sector;
- RSG: Business and Arts South Africa (BASA) National Award for innovation for the on air RSG ‘Kunsteefees’;
- METRO FM: two nominations in the South African Personality of the Year award 2014;
  - Bonang Matheba: presenter of ‘The Front Row’ show the ‘Trendsetting celebrity of the year’ category;
  - DJ Sbu who used to present The Sound Revival was nominated in the ‘South African of the year’ category, and
- Ikwekwezi FM and Thobela FM received an appreciation award from the Solomon Mahlangu Foundation which was launched on the 22nd of September in Pretoria.

**ATKV Mediavertjes**
- Foeta Krige: Best Radio Current Affairs Story.
Discovery Health Journalism Awards

- Sipho Stuurman: Best Radio Current Affairs Story.

National Press Club/North-West University Journalist of the Year Competition

- Melini Moses: Radio Feature Journalist of the Year.

Regional Vodacom journalist of the Year Awards

- Melini Moses: Northern Region Radio Feature Winner;
- Dries Liebenberg and Nonkululeko Hlope: KwaZulu-Natal Region Radio News Winners;
- Taresh Harreparshad: KwaZulu-Natal Region Radio Feature Winner;
- Veronica Fourie: Eastern Region Radio Feature Winner; and
- Mcebisi Ngqina: Eastern Region Editor’s Choice Winner; and
- Konelo Lekhafola: Central Region Radio News Winner.

National Vodacom Journalist of the Year Awards

- Melini Moses: Best Radio Feature; and
- Dries Liebenberg and Nonkululeko Hlope: Best Radio General News Story.

MTN8 Last Journo Standing Competition

- Teboho Letshaba: Football Trivia Media Quiz Winner.

SADC Media Awards

- Pearl Magubane: Radio Current Affairs Story.

SATMA Awards

- Nomalanga Mnguni: Best Traditional and Cultural New Journalist Award (Electronic Media).

FAK Awards

- Cobus Bester: HB and M Thom Award for Promoting Afrikaans Journalism.

United Nations Correspondents Association Awards

- Sherwin Bryce-Pease: Ricardo Ortega Memorial Prize for Broadcast Media in Bronze.

SABC TV

During the year under review, the SABC received 22 SAFTA awards at the South African Film and Television Awards ceremony as follows:

- Best Youth Show – Ispani S6;
- Best Cinematographer – Soul City S1 and 2;
- Best Sound Design – 90 Plein Street S4;
- Best Music and Composition Score – 90 Plein Street S4;
- Best Achievement in Sound TV Soap – 7de Laan;
- Best Achievement in Original Score TV Soap – 7de Laan;
- Best Achievement in Editing – End Game;
- Best Achievement in Scriptwriting – TV Drama – Geraamtes in die Kas;
- Best supporting Actor TV Soap – Isidingo;
- Best supporting Actor TV Comedy – SesTop’La;
- Best supporting Actress TV Comedy – SesTop’La;
- Best Actor in a lead role TV Comedy – Single Gals and Guys;
- Best Actress in a lead role TV Comedy – Skwizas;
- Best Actor in a lead role TV Drama – Swartwater;
- Best Achievement in Directing TV Drama – Swartwater;
- Best TV Drama – Swartwater;
- Best Actress in a lead role TV Drama – Thola;
- Best Talk Show – I am Woman;
- Best Factual/Education programme – Think Big AFP;
- Magazine Programme – MooiLoop;
- Game Show – Clover Little Big Cook off AFP; and

SABC2 you belong – Promax/BDA Silver Award for Best Directing.
Best Presenter – Katlego Maboa from Expresso AFP.

Royalty Soapie Awards
- Outstanding Newcomer – Izak Davel as Bradley for Isidingo;
- Outstanding Lead Actor – Motlatsi Mafatshe as Sachaba for Isidingo; and
- Outstanding Lifetime Achiever: Cynthia Shange (Muvhango) and Danie Odendaal (7de Laan).

Promax/BDA Awards
SABC TV won seven out of the SABC’s eight awards at the Promax BDA Awards 2014. Promax/BDA leads the international conversation about the role that marketing plays in the monetization of media.

- SABC1 Manifesto – Gold Awards for Best Promo without Using Programme footage;
- SABC1 Manifesto – Gold Award for Best Entertainment Prom;
- SABC1 Manifesto – Gold Award for Best Promo (Something for Nothing);
- SABC1 Manifesto – Silver Award for Best Copy / Script writing;
- SABC2 you belong – Silver Award for Best Directing;
- SABC Education – Silver Award for Best Integrated Marketing Campaign: Raise Your Hand Campaign; and
- SABC Education – Gold Award for Best Use of Social Media: Raise Your Hand Campaign.

Other Awards for Programmes and Individuals:
- Shift - Media Award of the Year at the Chevrolet Feather Awards 2014. The awards, in their 6th year acknowledge Lesbian, Gay, Bisexual and Transgender (LGBTI) rights, issues, struggles and triumphs;
- Expresso Presenter Maps Maponyane won Best Styled Award at Feather Awards 2014; and
- Selimathunzi Presenter Zizo Beda won Role model of the Year Awards at Feather Awards 2014.

Awards for Sport Programmes and Individuals
SABC Radio Sport continued to shine and proved to be a force to be reckoned with in the broadcasting of sports in general by achieving the following awards:

- MTN Commentator of the Year Award – Mr Thabo Kofa of Lesedi FM;
- SAB Sports Commentator of the Year – Mr Thabo Kofa of Lesedi FM;
- Best Sports Programme of the Year – Ukhozi FM ‘Ezimidlalo’ Victor Molefe; and
- Best Presenter of the Year – Thomas Miambo.

Special Recognition
- ‘Au Film du Temps’, a historical film festival, requested SABC Content Hub to submit the factual film strand, ‘Hidden Histories’ to be entered in the 2014/15 competition;
- ‘Roughing It Out’ and ‘Takalani Sesame’ received certification of recognition as quality programming for children at the Prix Jeunesse in Munich. The shows will be included in their catalogue and the Media Bar of the festival;
- The Mela Show (formerly Eastern Mosaic) was nominated for a Gold Promax award for the ‘Best opening title sequence’;
- Made in SA was nominated for teens’ careers in the Association of International Broadcasters (AIB) Awards;
- Expresso’s Instagram page was nominated top award in Channel24 awards;
- Expresso Presenter Katlego Maboe was nominated for Best Selfies; and
- Expresso Presenter Elana and her husband Ian Bredenkamp were nominated for Best Couple.