

GOVERNANCE
STRATEGIC
PERFORMANCE MANAGEMENT OVERVIEW
DELIVERABLES INDICATORS

REPORT ON THE ACHIEVEMENTS DELIVERY PERFORMANCE OF THE SABC

Key Deliverable	Key Performance Indicator	Performance Delivery	Reasons for Deviation
Pillar 1: Programming: Quality, Purchasing and Commissioning			
<i>Strategic Objectives: Provide content that drives audiences and delivers public value, whilst meeting both the public service mandate and sustainability of the Corporation</i>			
Talented skills retained.	Hot talent loss reduction by 10%.	SPORT: Achieved. TV: Not achieved.	The SABC's Operating model was only approved in August 2011.
Reduced impairments.	Reduce the number of titles that are impaired by 50%.	Not achieved.	This process was monitored on a monthly basis. However not all the titles could be scheduled as they were not in line with channel strategies and positioning and would not assist the channels in achieving the audience targets set.
Local commissioned content cost containment.	Average cost per minute per genre limited to 2% increase from FY10/11 baseline.	Not achieved.	This increase requires allocation of additional resources to meet the increased output required.
Foreign licence costs containment.	Reduce new deal values by 10% (Measured in US\$, excluding SABC3 turnaround strategy procurement).	Not achieved.	The lengthy turnaround processes compromise the Division's ability to negotiate and achieve the target.
Education delivery on radio, television and outreach.	Deliver mandate hours in line with licence conditions.	Achieved.	
Pillar 2: Platform Management			
<i>Strategic Objectives: Delivery of public service broadcasting that achieves the Corporation's mandate delivery, drives audiences, and creates public value</i>			
Re-establishment of the market intelligence function to drive business decision making informed by audience requirements.	Centralisation of services.	Not achieved.	TV Division has capacity constraints. This hampered the division's ability to allocate the required resources to deliver against this project.
	Department resourced.	Not achieved.	
	Research delivery to meet corporational requests.	Not achieved.	
Television Audience delivery.	60%	Not achieved.	The SABC's financial position crippled the Television network's ability to sustain its competitiveness as the acquisition of content was restrained.
Turnaround strategy for SABC3 to deliver on audience targets, LSM 7-10.	16%	Not achieved.	The Turnaround Strategy for this channel suffered many setbacks due, largely, to the failure to deliver on International content; however the channel has been successful in maintaining its all-adults audiences.
All Radio listenership increased to 67% all adults.	67%	Achieved.	
ICASA Mandate delivered for Radio and TV.	Meet the mandate target.	Not achieved.	The non-achievement relates specifically to the areas of minority languages and other genres. The non-achievement in terms of genre hours was brought about due to special events.
Plan of delivery for commercial launch of DTT Platform.	Business case signed off and platform ready for launch.	Not achieved.	An integrated DTT business plan is in the process of being completed. TV Division has capacity constraints and the team aligned to the Corporate DTT team is also responsible for the day-to-day operations of the Division. This hampered the Division's ability to deliver effectively against this project.
• Digital Media established and Technology division established.	Establishment of Digital Media division and implement operating model and structure for the combined division (Digital Media and Technology)	Not achieved.	Digital Media is already being implemented, i.e. EPG under the DTT laboratory group. Due to limited resources and the need to be within the turnaround goals of the SABC, there won't be a new division formed specifically for Digital Media.
• Business unit structure resourced.	Recruit resources to staff future IT business unit.	Not achieved.	All IT islands reporting to BIT. Vacant positions within new structure are still to be advertised.

Key Deliverable	Key Performance Indicator	Performance Delivery	Reasons for Deviation
Pillar 2: Platform Management (continued)			
<i>Strategic Objectives: Delivery of public service broadcasting that achieves the Corporation's mandate delivery, drives audiences, and creates public value</i>			
• Delivery of public value as per research findings.	Public value research conducted.	Not achieved.	TV Division has capacity constraints. This hampered the Division's ability to allocate the Resources required to deliver against this project.
• Research into how SABC is delivering on its public value mandate (targets to be set).	Meet public value targets as set.	Not achieved.	
• Increased reach of SABC services through the rollout of low power transmitters.	100 low power transmitters operational.	Not achieved.	It is taking longer than anticipated to get approval for frequencies and for the commission and build of sites by Sentech.
Digital Playout Centre project implemented	Complete on-site build and the commission and testing	Not achieved.	A document was submitted recommending that Board not proceed with the contract and that Technology proceed with these projects.
Storage Area Network project implemented.	Complete implementation and facility operational.	Not achieved.	
Upgrades to Studios 1 and 2 Implemented	Both studios completed and operational.	Not achieved.	
Critical infrastructure in Final Control Centre implemented.	3 FCCs completed and operational.	Achieved. FCC's 1,3 and 4 are complete and operational.	
Newsroom production and computer system implemented.	System implemented and operational.	Not achieved.	TV News requested that the primary and secondary play out systems be changed around.
Pillar 3: News			
<i>Strategic Objectives: Provide distinctive public service broadcasting through compelling nation news that is regionally focused and international news from an African perspective</i>			
News programming that delivers audiences and achieves slot targets. Improve audiences from 7% to 10%.	Reduce further loss of audiences Achieve 7% audiences.	Achieved.	
24 hour news channel launched.	Launch the 24 Hour News Service, by October 2011.	Not achieved.	There was a lack of budget to implement the 24 hour business plan and the absence of a Board resolution on the platform to launch the channel.
Local Government Elections • Provision of platform for citizens, politicians and parties to relay their campaign messages. • Balanced analysis of election issues. • Broadcast of IEC results.	Ensure a successful fair and balanced broadcast coverage with national reach.	Achieved.	
Pillar 4: Governance			
<i>Strategic Objectives: Review of operational policies and procedures to ensure alignment with new operating model</i>			
Headcount reduction to the targeted operating model.	15% reduction.	Not achieved	The structure was only approved in August 2011. Currently in the process of finalising consultation with Labour to embed the structure. Since April 2011 to March 2012 the numbers have dropped 2%.
Review and revise editorial policy.	Launch updated, relevant Editorial Policy.	Not achieved.	The first two phases of the project were completed. Work was postponed on the project until February 2012, when it resumed.
Business performance management.	Approved corporate and shareholder compact submitted to DOC as per PFMA guidelines.	Achieved.	
	Quarterly performance reports submitted to DOC as per PFMA guidelines.	Achieved.	
Individual performance management.	Annual performance contracting.	Not achieved.	Performance policy was drafted and presented to Labour only in March 2012. This has now been planned for the 1st quarter of the new fiscal.
	Quarterly evaluation.	Not achieved.	
Union Relationship Management.	Negotiation agreements signed.	Achieved.	

Key Deliverable	Key Performance Indicator	Performance Delivery	Reasons for Deviation
Pillar 4: Governance (continued)			
<i>Strategic Objectives: Review of operational policies and procedures to ensure alignment with new operating model</i>			
Application of the organisational risk management framework.	Risk reporting structures established.	Achieved.	
	Conduct internal risk assessment workshops to review and update SABC risk register.	Achieved.	
Increase controls around fruitless and wasteful expenditure.	Review of procurement processes.	Not achieved.	The Policy was revised, but has not been approved by Group and Board.
	Review of Delegation of Authority (DAF).	Not achieved.	The key driver of this project is the Company Secretary. A Company Secretary was appointed on the 01 May 2012. The CFO is a key provider in the review process. The CFO was appointed on the 01 March 2012. In view of appointments this process will be resuscitated and fast-tracked to completion.
	Review and refinement of the internal audit.	Achieved.	
Embed risk management into the day-to-day activities of the Corporation.	Evaluation of the optimal cost of compliance as a percentage of revenue.	Not achieved.	Have not been able to establish the optimal cost by year-end.
	Reduce cost of compliance to agreed percentage of revenue.	Not achieved.	Have not been able to establish the optimal cost by year-end.
Pillar 5: People			
<i>Strategic Objectives: Attraction, retention and development of resources to drive organisational delivery.</i>			
Embed a performance culture to ensure efficiency and effectiveness.	Performance Management - Reward linked to performance strategy and implementation.	Not achieved.	Scheme design completed but needs to go to Board for approval only once Performance Scheme is embedded.
Leadership development programme implemented.	Development and implementation.	Achieved.	
Corporation design, work study, job profiles and competency profiles.	Organogram approved and cascaded.	Not achieved.	Top structure approved in August 2011. Design completed up to level 3. Executives are being engaged to craft the full six layers. Work study, job profiling, grading to be done to establish right numbers and grades once all layers have been finalized.
	Job profiles determined by Corporation.	Not achieved.	
	Design and graded by Remuneration Department.	Not achieved.	
	Roles and responsibilities defined.	Not achieved.	
	Competency profiles determined.	Not achieved.	
Training of staff to ensure business proficiency and effectiveness.	Comprehensive training strategy aligned to SABC business operating model and strategic direction.	Not achieved.	A Total of 1972 employees were trained. The RPL contracts were signed. A project plan has been drafted.
Review cost impact policies:	Leave Policy.	Not achieved.	This forms part of the total policy review process. The draft has been completed and requires consultation with Labour.
	Acting Policy.	Achieved.	
	13th Cheque Policy.	Achieved.	
	Senior Managers' Car Scheme Policy.	Achieved.	
	Transfer Policy.	Not achieved.	This forms part of the total policy review process. The draft has been completed and requires consultation with Labour.
	Travel Policy.	Not achieved.	
	Adhoc Rewarding of Staff.	Not achieved.	
Consolidated Remuneration Policy.	Not achieved.		
Change to Total Cost Of Employment for new hires.	Change to TCOE.	Achieved.	
Medical Aid Policy Review.	Medical Aid Policy Review.	Achieved.	Unions are not in favour of moving to an open scheme. Tender process will commence in 1st quarter of next fiscal with a view to select a service provider as an alternative scheme to fund alongside the closed scheme.

Key Deliverable	Key Performance Indicator	Performance Delivery	Reasons for Deviation
Pillar 5: People (continued)			
Strategic Objectives: Attraction, retention and development of resources to drive organisational delivery.			
Skills audit completed.	Confirmed job families.	Not achieved.	The business requested that skills audit be conducted in the absence of structures and positions being finalised. It has been highlighted as an urgent need. Completion date moved to 30 June 2012. First phase of skills audit project (compilation of employee's qualification and skills profile) is underway. This will assist in addressing previous challenges experienced on the skills audit process.
	Conduct Audit and report on gaps.		
	Design strategies to close gaps.		
Succession Planning Policy and plan in place and executed.	Succession Policy.	Not achieved	The succession planning Policy and Strategy could not be implemented owing to most of the senior positions being filled by employees in an acting capacity. The new structure once implemented will define potential successors appropriately – This will be aligned to the pipeline.
	Development Plans for potential successors.		
	Redesigned and SABCO tailored leadership pipeline.	Not achieved.	The framework is available but due to leadership changes, could not be implemented. The framework must also be aligned to the Performance Management Process.
Pillar 6: Financial Health			
Strategic Objectives: Increase revenues by ensuring organisational effectiveness, efficient service delivery and the establishment and development of alternative income streams.			
Revenue targets met.	R4.050 billion.	Achieved.	
Maintain Cost of Sales Ratio of 5.5%.	Based on Revenue Budget. Cost of Sales 5% (R217m).	Achieved.	
Manage working capital - Reduce debtors days.	Target debtors days of 73 days.	Not achieved.	The deterioration at year-end resulted from a debt of R31m not being finalized.
Share of Advertising revenue maintained.	TV – 54%.	Not achieved.	Television Revenue Share performance is partially attributable to the repositioning of SABCO3 not having taken place. The situation was exacerbated by schedule changes and by significant television audience share loss in the 4th Quarter.
	Radio – 45%.	Not achieved.	Radio Revenue Share performance was due to the highly competitive radio broadcasting environment in South Africa.
Government Subsidy requests made.	• Request made. • Lowest-income households with TV sets (special debt collection).	Achieved.	
	Concessionary TV licence holders	Achieved.	
TV Licence collection targets met.	R1.019 billion.	Not achieved.	Non-achievement was mainly due to debt collection revenue not being on target owing to the non-implementation of the special revenue-generation initiative.
Maintain acceptable cost-to-revenue-ratios: • Collection cost as % of operating revenue. • External operating costs as % of operating revenue.	19%	Achieved.	
	10%	Achieved.	
Increased revenues from alternative revenue streams: • Digital Media • Content exploitation.	R51.3m	Not Achieved.	Due to non-achievement of the Government Guarantee deliverables; however this will be achieved through the restructuring of the Technology Division, part of the new approved structure. Rationale: can be achieved at a cost of less than R15 million.
	R36,8m	Not achieved.	Content exploitation did not achieve its combined target because the Local Sales Unit requires stability, training and a revised strategy which is being crafted.

Key Deliverable	Key Performance Indicator	Performance Delivery	Reasons for Deviation
Pillar 6: Financial Health (continued)			
<i>Strategic Objectives: Increase revenues by ensuring corporational effectiveness, efficient service delivery and the establishment and development of alternative income streams.</i>			
Content Funding / Co-production.	R21,2m	Achieved.	
Asset management strategy developed and implemented.	Create organisational structure for Property and Facilities function and transfer all staff in to that structure (May 2011).	Not achieved.	Awaiting approval by the general SABC structure.
	Approved property strategy (Jan 2012).	Not achieved.	Awaiting approval by the general SABC structure.
Pillar 7: Stakeholder Management			
<i>Strategic Objectives: Review of operational policies and procedures to ensure alignment with new operating model</i>			
Enterprise stakeholder management plan implemented.	Strategy developed by 31 April 2011.	Achieved.	
	Strategy implemented 31 March 2011.	Not achieved.	There were budgetary constraints to implement some activities.
Regional structure revised and implemented.	Strategy approved.	Not achieved.	Strategy approved at divisional level but engagements with Group Executive Committee did not take place to ensure buy-in from all divisions and agree on reporting lines.
	New Reporting lines established.	Not achieved.	The operating model is not aligned to the provincial strategy.
Brand and Reputation of SABC improved.	5 brands win awards in Top 10 brands survey or awards ceremonies.	Achieved.	
Own all the national awards, SAMA, SAFTA, Loeries, National Sports, News.	Win 60% of categories in all awards.	Not achieved.	This was primarily due to the reduced investment in quality content brought about by the lack of sufficient funds to do so and increased competition.
Strategic marketing plan and implementation thereof in all marketing areas : <ul style="list-style-type: none"> • Television. • Radio. • News. • Sport. • Trade marketing. 	Recruitment of Marketing Head (June 2011).	Achieved.	
	Television: Strategy approved (Sept 2011) and implementation.	Not achieved.	Marketing strategy was developed but it was not fully implemented.
	Radio: Strategy approved (Sept 2011) and implementation.	Not achieved.	
	News: Strategy approved (Sept 2011) and implementation.	Not achieved.	
	Sport: Strategy approved (Sept 2011) and implementation.	Not achieved.	
	Trade Marketing: Strategy approved (Sept 2011) and implementation.	Not achieved.	

COMPLIANCE
QUOTAS **DELIVERY** ON LICENCE LOCAL
PERFORMANCE MANDATE
LANGUAGE SERVICE



Radio 2000 presenter, Bertha Charuma

PERFORMANCE
DELIVERY

COMPLIANCE WITH LICENCE CONDITIONS

REGULATOR IMPLEMENTATION
COMPLY LICENCE CONDITIONS
QUOTAS

The licence conditions for SABC television and radio prescribed quotas of various programming genres that they needed to comply with from 2006. The licence conditions are a yardstick for the Regulator to measure the SABC's delivery on its mandate as outlined in the Broadcasting Act of 1999 as amended.

For the financial year 2011/12 the channels have generally complied with the licence conditions. The broadcast of the Local Government Elections, the Rugby World Cup, and the Africa Cup of Nations (AFCON) resulted in slight under-performance in certain genres. However, the SABC, as required by the licence conditions, had duly applied to the Independent Communications Authority of South Africa (ICASA) for exemptions from complying with the licence conditions during the broadcast of the above events. The exemptions were granted by the Authority.

RADIO

With 16 public service radio stations and 3 commercial radio stations, the SABC's Radio Division has the broadest reach to citizens; many South Africans rely on the news, programming and information delivered by our stations.

The 2011/12 financial year started with the coverage of the Local Government Elections. SABC Radio had to ensure that it delivered on its mandate of informing and educating the

public about preparations for, and the organisation of, the elections. The major challenges were young voters who had just become eligible to vote, the seeming apathy of youth and the low women participation in the ballot.

To this end SABC Radio was expected to create awareness and excitement and to galvanise the people of South Africa around the elections just as it had done during the 2010 FIFA World Cup. SABC Radio, through its platforms, ran voter education programmes as a build-up to the elections. Other on-air programmes for the build-up included, among others, the inclusion of voting in the story-line of radio drama soaps, discussions on voting during talk shows and regular promotional campaigns with different messages explaining the necessity of voting.

On the News front, PBS Radio Delivery against ICASA Licence Conditions was successfully implemented with all the radio stations exceeding weekly targets of News and Current Affairs of 420 minutes, weekly targets of 180 minutes of Information Knowledge Building; Education weekly targets of 300 minutes; weekly targets of 60 minutes of Drama, and weekly targets of 60 minutes for Children's programmes.

Radio Performance of South African Music

The SABC has generally performed above ICASA's minimum requirements for South African music as opposed to foreign music. The list below provides annual average music percentage per station. The Regulations require that the public broadcasting service radio stations broadcast a weekly average of 40% South African music. The commercial

radio stations have to broadcast 25% SA music.

CBS	Average FY 2011/2012
5FM	33%
Good Hope FM	38%
Metro FM	42%

PBS	
Tru FM (CKI)	52%
Ikwekwezi FM	74%
Lesedi FM	73%
Ligwalagwala FM	63%
Lotus FM	22%
Motsweding FM	71%
Munghana Lonene FM	78%
Phalaphala FM	66%
Radio 2000	44%
RSG	56%
SAFM	67%
Thobela FM	68%
Ukhozi FM	67%
Umhlobo Wenene FM	79%
X-K FM	54%

% CBS and PBS Local Music

Use of Official Languages

SABC Radio delivers broadcasting in more than the 11 official languages as some stations also broadcast in languages of minority groups.

PBS Stations:

- XK FM broadcasts equally in iXintali and Khwedam;
- Lotus broadcasts mainly in English with daily broadcasts in Urdu, Tamil, Gujarathi and Hindi;
- SAFM broadcasts in English;
- R2000 broadcasts primarily in English;
- Tru FM broadcasts equally in isiXhosa and English; and
- RSG broadcasts in Afrikaans.

ICASA Genre Licence Conditions

PBS Radio delivered the ICASA genre licence conditions to the letter.

	News daily			Current Affairs daily			IKB	Education	Children	Drama
	(M-F)	(SAT)	(SUN)	(M-F)	(SAT)	(SUN)	Weekly	Weekly	Weekly	Weekly
SA FM	99	95	93	325	-	-	1538	332	59	219
<i>Icasa's Quota</i>	60	60	60	60	-	-	180	240	60	150
RSG	110	62	63	210	95	61	1405	325	224	275
MLFM	80	80	75	118	60	60	1264	337	178	177
Lesedi FM	84	62	60	194	60	58	1865	330	126	171
Ikwekwezi FM	134	68	64	127	60	60	1530	323	102	203
Ukhozi FM	85	60	60	196	63	63	2638	339	287	218
Phalaphala FM	84	82	82	108	66	62	2642	363	147	215
Ligwalagwala FM	99	60	60	110	60	60	1870	355	405	250
Motsweding FM	106	60	60	111	62	61	1462	251	108	164
Thobela FM	208	110	80	96	60	60	1750	420	420	160
Umhlobo Wenene FM	78	78	78	162	64	72	701	336	432	171
<i>Icasa's Quota</i>	60	60	60	60	60	60	180	300	60	150
Lotus FM	76	70	70	92	65	60	639	-	-	193
<i>Icasa's Quota</i>	60	60	60	60	60	60	180	-	-	150
X-K FM	67	50	50	101	55	55	1432	534	755	-
<i>Icasa's Quota</i>	30	30	30	30	30	30	180	300	15	-
Tru FM	74	60	60	56	30	55	2076	336	54	-
<i>Icasa's Quota</i>	30	30	30	30	30	30	60	120	30	-

PCS Stations:

Metro FM, 5FM and Good Hope FM broadcast, as prescribed, in English.

Delivery as per The Public Service Mandate

PBS Radio delivers on a weekly basis programmes that address the challenges facing the nation and that promote nation-building and social cohesion. These themes include the following:

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

Key Achievements

Internally the SABC's operating model was changed from that of having two separate divisions being Public Broadcast Services (PBS) (comprising SABC 1 and 2 television channels and the 15 PBS radio stations) and Public Commercial Services (PCS) division (comprising SABC 3 and the three commercial radio stations) working separately.

Instead, towards the end of 2010 the Radio and TV Divisions were separated to encourage the exploitation of centres of

excellence as well as the equitable allocation of resources, whilst delivering on the relevant mandates of the portfolios within the divisions, i.e. the commercial portfolio delivering revenue as its core mandate and the public service radio stations delivering the public service mandate as their core mandate.

During this time there was also the introduction of the turnaround strategy, which set out certain deliverables for radio as part of the Corporation's fulfilment of its Government Guarantee requirements.

Programming Highlights

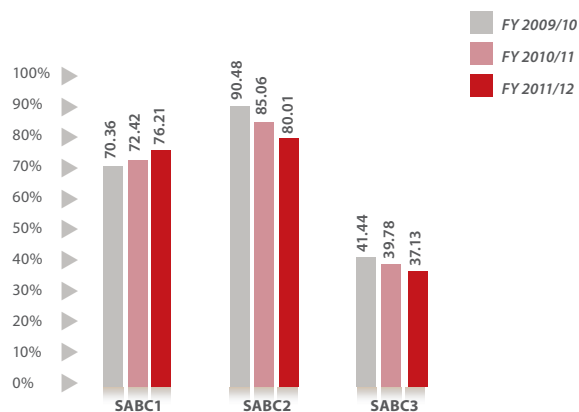
The key achievement of radio besides the delivery of mandatory content, was the successful promotion and creation of awareness before and during the Local Government elections. All radio stations produced and broadcast programmes aimed at addressing the apathy of the youth towards voting. Voter education programmes were broadcast across all the radio stations for first-time voters. Radio stations featured political debates and discussions during their talk-back shows. PBS Radio stations, together with the News Department, held town hall debates.

TELEVISION

TV Performance for Local Content

The SABC television channels have generally exceeded the minimum requirements on local content as prescribed by the regulations and the licence conditions. The table below provides a three-year scenario from 2009/10 to 2011/12 on local content performance.

SABC Local Content - Prime Time



ICASA's overall local content quotas

Source: Prime Time Broadcast Schedule



SABC 3's Local morning show 'Expresso' presenter team.

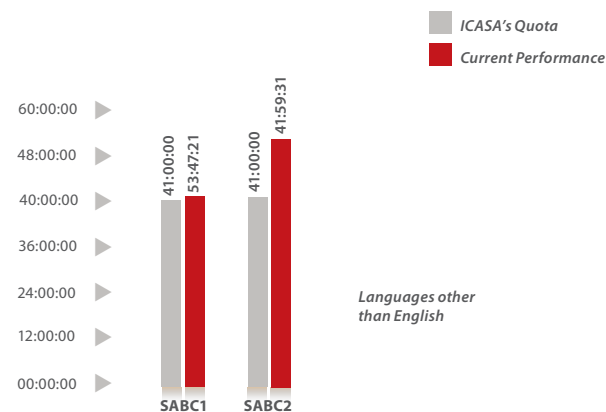
Languages on Television

The Broadcasting Act, as amended, Regulations, and the SABC editorial policies advocate the promotion of South African languages other than English. This principle was encapsulated in the licence conditions that were granted to the SABC in 2005. SABC television has had challenges in performing above the minimum requirements on languages for various reasons that include lack of capacity in the production industry to deliver content in marginalised languages.

The tables below show SABC television's performance on languages:

Language Delivery for TV Performance

Current performance vs ICASA's quota

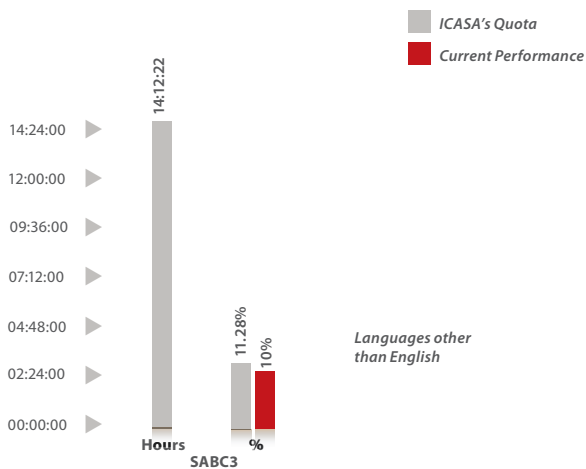


Average hours/min per week

Source: Broadcast Schedule (28 March 2011 - 1 April 2012)

Language Delivery for TV Performance

Current performance vs ICASA's quota



Average hours/min per week

Source: Broadcast Schedule (28 March 2011 - 1 April 2012)

Audience Experiences

The Television Division, through its three TV channels and Content Commissioning Departments, continually interacts with its audiences to bring its programming stars and characters to the people e.g.:

- five SABC Education Baba Indaba Expos were held during the fiscal;
- in partnership with the National Department of Basic Education SABC Education hosted the 2011 National Teachers Awards function, which was broadcast live on SABC 2;



5 SABC Education Baba Indaba Expos were held during the fiscal.

- SABC partnered with Sanlam on the national Takalani Sesame Road Show; and
- as the youth channel, SABC1 continued to ensure that it connects with its core audience through music. The Live Tour was a national road-show to promote SABC1's flagship entertainment property 'Live', giving viewers an opportunity to interact with hosts and local music talent.

Television Highlights

Special events and activations:

- the channels broadcast a number of special events such as the festivities to celebrate the ANC Centenary, as well as on-air communication to ensure that the nation celebrated the victories of the liberation struggle.
- special broadcasts included the J&B Met, AFCON and the Sri Lanka Cricket Tour.
- the 6th SAFTAs were broadcast on SABC3, and out of the 65 nominations, SABC Television received 34 "best of" awards. The Educational Drama 'Intersexions' scooped 11 awards.
- SABC Education hosted the Brothers for Life Awards function for all the winners across 9 radio stations.
- in celebration of Africa Day 2011 a live concert featuring local, continental and international musicians was held at the Mary Fitzgerald Square, downtown Johannesburg. The evening was a melting pot of African song and dance performed in front of an enthusiastic and jovial crowd. The show was broadcast live on SABC2 and was themed to address issues of social cohesion, economic and developmental progression of African countries. Some of the artists featured on the night included The Mahotella Queens, Professor, Habib Koite and Baba Maal.
- In celebration of the local arts, SABC1 partnered with, and broadcast, the following key events:
 - South African Traditional Music Awards – October 2011;
 - Crown Gospel Awards – November 2011;
 - Metro FM Awards – November 2011; and
 - South African Music Awards – April 2011

NEWS

SABC News and Current Affairs is the main news-gathering Division of the SABC. The main news division is situated at the SABC Auckland Park Head Office, with its other local bureaus spread across the Provinces. As a division, SABC News is charged with uncovering, reporting and delivering local, national and international news. The Division plays a critical role in providing high quality, reliable and unbiased news and current affairs services within South Africa. The Division is staffed by journalists and camera personnel

skilled in production techniques and desktop editing. It is this skill and capacity which the SABC will call upon when it launches its 24-hour news channel.

Recently there has been significant growth in the popularity of the SABC News online platform, which carries up-to-the-minute breaking news stories, which is testament to the demand for SABC news content. The SABC's ongoing implementation of studio upgrade technologies will contribute to modernising news output.

In a research study by the Human Sciences Research Council during the period under review, the majority of South Africans considered SABC News programmes as being the most reliable and trustworthy, second only to religious institutions.

The expanded presence of SABC News across all platforms and its network of international bureaus and cross-media journalists has enabled SABC News to provide unrivalled coverage of significant events and breaking news in the country. This was showcased during its coverage of the May 2011 Local Government elections. In the run-up to the elections SABC News hosted a series of national debates broadcast live on Sunday nights on SABC1 and SAFM, and streamed live on sabcnews.com. Six of these debates, conducted in partnership with the University of Johannesburg, took place in Johannesburg, with the rest of the debates hosted at various venues across the country. At the beginning of April 2011, the SABC also introduced national pre-election shows, which were aired four days a week from Johannesburg, with crossings to the regions during the shows.

Audience ratings for these programmes increased significantly over time, on both SABC1's and SABC2's 2011 Local Government Election broadcasts, indicating a keen interest from viewers. The "All Adults" rating of SABC1's "Elections Debate" increased from an average 9.1 ARs/25.6% (2.463 million adults) during April 2011, to a remarkable 10.7 ARs/29.8% (2.912 million adults) for the broadcast on 1 May 2011. A "Total Individual" audience of 3.556 million took the opportunity to watch this specific broadcast.

The "All Adults" rating of the SABC2 "2011 Local Government elections" programme at 18:00 increased from an average 5.1 ARs/15.7% (1.371 million adults) in April to 5.8 ARs/16.3% (1.564 million adults) for the broadcast on 2 May 2011 and attracted a "Total Individual" audience of 1.874 million. A comparison between the 2011 figures and those of the 2009 General Elections indicated a greater audience interest in the 2011 Local Government Elections.

1 200 SABC staff members were involved in the Television and Radio coverage of the 2011 Local Government Elections. SABC News identified twenty-six Outside Broadcast 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.

SABC News had nine Outside Broadcasting points at the IEC centres in all nine provinces, as well as a brand new, state-of-the-art, High Definition unit in Pretoria. Seventeen remote mobile units were deployed across South Africa which received news feeds from all twelve of the SABC's Regional offices. Extensive election and results system training for staff was conducted at the SABC offices across the country. The News Research Department compiled a comprehensive Election Handbook for Editorial staff.

The SABC's results system was connected to the Independent Electoral Commission's (IEC's) in order for results to be available instantaneously. Through this system, in addition to reflecting the results as released by the IEC, SABC News was able to provide comparisons with previous elections, to pick-up on results trends as they developed, and to do predictions of expected outcomes in conjunction with experts from the CSIR, using scientific forecast models specifically developed for the elections. These results, trends and predictions were broadcast on all radio, TV and digital news services in real time.

SABC News had six Television presenters anchored at the IEC Election Centre in Pretoria, which ensured that viewers were kept updated throughout the day. As the IEC released the results this was complemented by a wide and balanced analysis of election issues by a panel of 30 analysts.

More than 400 editorial staff and almost 100 technical and support staff were involved in the SABC Radio coverage of the Local Government Elections. Teams were deployed at all IEC Centres countrywide covering various voting stations, to inform listeners about developments on both election day and results day. SABC Radio Broadcast Facilities (RBF) commissioned broadcast facilities at all IEC Centres to enable News programmes to be broadcast live from these Centres.

The SABC's Digital News Unit launched a 2011 Local Government Elections mobisite, enabling users to access minute-by-minute updates on election related stories and voter information via their cell phones.

After the local government elections SABC News continued to provide comprehensive news service on radio and television. During the first quarter the reach of those services increased significantly. Two thirds of the SABC News product either increased or sustained audiences while 68% improved or sustained audiences compared to June 2010. Eight of the SABC's regular bulletins increased performance in June 2011, while the remaining two were stable. Current Affairs programmes did not match the growth in news output, as only four programmes improved on the previous year-on-year ratings.

Other major activities which pre-occupied the Division during this period included the successful coverage and broadcast of The 17th Session of the Conference of the Parties of the United Nations Framework Convention on



2011 Local Government Elections.

Climate Change, the Seventh Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (COP 17) and the African National Congress's (ANC) Centenary celebrations. The opening and closing of COP 17 were broadcast live from Durban, KwaZulu Natal. From 28 November to 9 December 2011, SABC viewers received live broadcasts of keynote addresses and detailed reportage of discussions as they unfolded during the negotiations. An experienced team of SABC News anchors and journalists was deployed to cover the event, bringing audiences daily coverage of the event.

The ANC Centenary celebrations in Mangaung in early 2012 were also covered live, from the church service in Bloemfontein, Free State, to the keynote address at the Mangaung stadium on the 8th of January 2012. SABC News will continue to broadcast live events related to the Centenary celebrations, which will last beyond this reporting period.

The announcement of national matric results was also successfully broadcast by the Division in all the official languages.

Audience levels for SABC TV current affairs programmes were mixed with some programmes recording significant increases while audiences for others declined. Two out of three SABC1 programmes (Cutting Edge and Yilungelo Lakho) and two of four SABC2 programmes (Fokus and Leihlo la Sechaba) increased ratings compared to the previous reporting period, with another SABC2 programme (Zwa Maramani) remaining constant.

'Fokus' reached an exceptional 7.6 ARs/21.2% (ADS 16+) and an average Total Individual Audience of 2.359 million viewers. This score takes 'Fokus' to pole position among adult 16+ viewers on the TV current affairs list. This programme increased viewership across the language spectrum, with Afrikaans viewers on 22.4 ARs and a market

share of 51.4%. This means that more than half of the Afrikaans adult audience that watched during the 18:30 slot was watching 'Fokus'. The programme continued increasing its viewership reaching an 8.2 ARs/22% (ADS 16+) rating and attracted almost 2.5 million viewers (Total Individuals), with its adult Afrikaans audience on 25 ARs/54.8% by the financial year-end.

'Leihlo la Sechaba' also obtained a remarkable score of 6.8 ARs/21.5% with almost 2.2 million individuals having watched the show. 'Asikhulume', which will be changed in the new financial year, did not increase its yearly average rating. The programme recorded 7.4 ARs/19.8% (ADS 16+) and attracted 2.614 million viewers (Total Individuals).

The loss of audiences for some daily television news and current affairs programmes was due in part to strong competing programming on commercial networks, and was a reflection on the general performance of channels. The News Division is developing strategies to improve audience performance, including a new look and feel to coincide with the planned launch of SABC 24 Hours and some detailed qualitative market research to help refine news content.

With reference to radio current affairs slots, morning shows on Ukhozi FM continue to grow overall listenership. The 05:00-06:30 slot continues to perform well with a year-on-year performance rating at 17.0%. Lesedi FM's 05:30-07:00 slot has attracted 6.8% year-on-year growth, and currently is at 0.9% in the fiscal under review. While Umhlobo Wenene FM has been declining in listenership figures, its 05:30-06:30 current affairs slot has performed well on 8.9% growth year-on-year. Ligwalagwala FM 05:30-06:30 slot has seen 1.4% growth, which is an improvement on the -8.2% experienced last year.

Motsweding FM 06:00-07:00 and RSG 06:00-08:00 slots continue to perform well year-on-year as well as during

the period under review. SAFM's 06:00-09:00 slot has also performed well in the period under review, achieving a 7.7% increase. Midday Current Affairs slots, however, do not perform well with the exception of Ukhozi FM 13:00-13:30 (4.6%) when compared year-on-year. During the period under review, 4 out of 7 stations performed well overall. These are RSG, Lotus, Lesedi FM, and SAFM. The evening slots have performed well year-on-year on SAFM, Ukhozi FM, MLFM, and TruFM.

Weekend current affairs programmes also continued to perform in a satisfactory manner. Year-on-year two stations have performed well. These are MLFM whose 06:00-07:00 slot has seen a growth of 17.3%, and SAFM's 06:00-09:00 slot registering a 21.4% growth rate. The midday slots have also performed well on both stations, year-on-year, with RSG's 13:00-14:00 seeing a 28.4% year-on-year growth. Lotus FM's 13:00-14:00 slot registered a 32.3% year-on-year growth, and 26.8% to date. Lotus FM's 13:00-14:00 Sunday slot continued on its phenomenal growth of 6.3% year-on-year and 21.0% to date. Evening current affairs weekend show on SAFM's 20:00-21:00, on Saturdays experienced a healthy growth rate of 130.8% year-on-year and a 42.2% growth, albeit from a small sample. This slot is commanding 30 000 listeners from 13 000 a year ago. MLFM's 19:00-20:00 Sunday slot recorded a growth of 15.7% year-on-year, and 1.9% growth in the period under review. SAFM's 20:00-21:00 slots, on the other hand, recorded a healthy 6.4% growth in the period under review.

Our social reconstruction initiative, 'Touching Lives', continued to change lives of ordinary South Africans across the length and breadth of this country. The programme, which was launched in 2010, is based on the five key national priorities, namely:

- education;
- health;
- crime;
- poverty alleviation; and
- rural Development

The SABC takes account of these so that news, current affairs and information services can be the catalyst for positive and progressive development and change.

SPORT

The year under review has been a challenging one for SABC Sport with both extreme highs and dramatic lows. However, it has been a defining year in which some important milestones were achieved, milestones that will no doubt be great catalysts in how the Business Unit operates going forward.

The 2011 IRB Rugby World Cup coverage was undoubtedly the pinnacle of the year under review, with the successful integration of all the relevant business units to deliver a spectacular event, both on screen and commercially. This effort – which became a test case of how SABC should be managing sport special events – yielded the expected results with on-screen audience performances trumping the competition. Our sales figures were on target and our awareness and PR campaign received accolades for excellence. This well-coordinated approach, spearheaded by SABC Sport, proved that it is possible to drive meaningful returns for the SABC from special sporting events if the various units pull together.

However, the inverse of this was the challenge presented by the acquisition of broadcast rights. One of the most inhibiting challenges during the year under review was the



SABC Sport presenter Duane Dell'Oca commenting on the International Friendly between South Africa and Ghana.

lapsing of about 90% of SABC Sport's key Broadcast Rights agreements. These agreements lapsed over a period of 18 to 24 months at various intervals, and were not immediately renewed for various reasons, the most critical of which was the rapid rise in the cost of sports rights, which was rendering them too costly for the SABC, and thus too costly to carry live sport content. This was further aggravated by the financial position of the SABC and its obligations to meet the Government Guarantee Conditions, rendering it financially imprudent to secure inordinately expensive rights without any discernible returns.

The cost of delivering returns against Sports of National Interest is becoming an insurmountable financial challenge for the SABC. It is critical that a sustainable solution be found to ensure the continued delivery of Events and Sports of National Interest.

With the above in mind, the objectives for the year under review for SABC Sport were to manage and reduce the cost of delivering Sport and Events of National Interest, whilst retaining quality of delivery. The key cost contributors to the delivery of Sports of National Interest are in order of impact: rights fees, which have grown by some 450% in the past 10 years; cost of production, which has grown at a rate higher than CPIX consistently for the past 4 years; and human capital costs. The targeted delivery was to contain our overall rights fee escalation to within the 10% of the previous contract. This was largely achieved across our major contracts. On production, the aim was to ensure that we seek innovative cost-efficient mechanisms to deliver world-class productions.

The Rugby World Cup 2011 was a monumental shift in how we handle special events, with costs of production being managed to well within target, yet the on-screen content managed to deliver some impressive audience for SABC2. On PSL we implemented some new thinking, which reduced both internal and external costs, whilst improving the viewer experience. With regard to human resource costs, we are currently reviewing our Human Capital utilisation with the aim of ensuring better utilisation of the staff that we have through better resource planning and project integration. This will not only reduce our costs against human capital but it will also be a great asset in ensuring better quality content on screen.

These efforts, however, remain far from enough to ensure sustainability of SABC's delivery of Sports and Events of National Interest. The key to sustainable delivery lies in the review of the SABC Sports funding model. At present 90% of SABC Sports funding for rights and production is derived from advertising. In the current economic climate, with advertisers reducing their spend year-on-year, this task is getting harder and harder to achieve on and the current global economic outlook does not bode well for the model

going forward. DTT will provide a new dimension in the bid to increase inventory against sporting properties that are covered by SABC Sport. The increased play space with greater technological capability should result in enhanced revenues and contribute to reducing the funding gap.

UNIVERSAL ACCESS

The SABC has a constitutional mandate as a public service broadcaster to encourage the development of South African expression and to play an important role in shaping the future of South Africa.

This means delivering against the values enshrined in the Constitution of South Africa: to build the nation and inspire all South Africans, to restore human dignity, and to promote democracy, non-racism and nation building.

The SABC strives to provide access to broadcast services to all citizens regardless of age, income, location or education. Intrinsic to what we do is providing news and programmes that inform, educate and entertain whilst continually fostering and nurturing our national identity and cultural diversity.

Universal Access refers to the right of all South Africans to access free-to-air SABC services. Currently an estimated 3.6 million South Africans do not have free-to-air access to any SABC television services, and about 5 million who do not have access to SABC radio services.

Together with Sentech, the national signal distributor, the SABC has embarked on a project to increase the coverage of its services by installing 300 new low-power transmitter sites across South Africa over a three-year period - 100 per annum. This will provide access to terrestrial television and radio services to the present under-served, mostly rural areas of South Africa.

Significant progress has been made with the completion of 62 of the 100 planned new low-power transmitter sites. The 2011/12 target of 100 new low-power transmitter sites is taking longer than anticipated because of delays with approval for frequencies and for commission and build by Sentech. However, in addition to the 62 sites on-air, Sentech is in the process of constructing another 47 sites that have been approved by ICASA; we are currently awaiting ICASA approval for an additional 44 sites.

In an attempt to increase access to the SABC services as part of the television digital migration process, the SABC will be including all the SABC radio stations on the DTT transmitter network. This will give citizens more choice, allowing them to listen to a radio station of their choice in their own home language from their television set. The use of satellite technology to augment the terrestrial coverage will furthermore give all citizens access to all SABC services throughout the country.



Metro FM Annual Music Awards showcasing and recognising several local artists.

INDUSTRY DEVELOPMENT

As a Public Broadcaster, and being part of the Industry that it serves, the SABC has developed various initiatives aimed at uplifting and supporting the South African entertainment industry.

Towards the end of fiscal 2011/12, the SABC entered into a three-year partnership with the Cape Town International Jazz Festival as the Official Broadcast Sponsor. This sponsorship underlines the National Public Service Broadcaster's commitment to support events that celebrate and reflect South Africa's identity and diverse culture. The SABC also sponsored workshops and master classes aimed at a new generation of musicians as well as four promising caddies from the Caddy Foundation, during the official Cape Town International Jazz Festival's golf day.

SABC1 drove campaigns in aid of our young citizens to assist them in identifying and enhancing their skills, thereby helping them improve their job-hunting efforts. Young people were hosted by international DJs in a music workshop aimed at honing their creative skills and teaching them entrepreneurial skills within the music industry.

The SABC also entered into a partnership with Moshito Music Conference and Exhibition, a partnership underpinned by a common set of values between the Corporation and Moshito. As a media partner, the SABC has committed itself to support the Moshito music conference by using its radio and television platforms to highlight current, key and burning issues within the South African music industry.

Radio also contributed to the development of local music in South Africa through various initiatives with the music industry, namely:

- Metro FM Annual Music Awards;
- SATMA (South African Traditional Music Awards) annual Awards – all SABC stations;
- Support of the Gospel Music Awards – annual event by all SABC stations;
- Support of the Joyous Celebration Gospel annual concerts – all stations;
- Ukhozi FM, Thobela FM, Ikwekwezi FM, Umhlobo Wenene and Tru FM Gospel Event;
- Xilombe Music Awards – annual event: Munghana Lonene FM;
- Support for the MTN SAMA Awards – all SABC radio stations;
- NCF (National Choir Festival) – Umhlobo Wenene FM;
- MACUFE – Lesedi FM, Umhlobo Wenene FM;
- BUYEL'EKHAYA Music Festival – Umhlobo Wenene FM;
- Maskandi and Isicathamiya annual festival – Ukhozi FM and Umhlobo Wenene FM;
- Local Classical Music recording - SAFM;
- UNISA Music Competition - SAFM;
- Lotus FM Lyrics writing competition – held every 2nd year;
- Khindlimuka Xitsonga Music Awards – annual event by Munghana Lonene FM;
- Zindala Zombili Traditional Music and Dance – Motswedding FM; and
- RSG hosts annual events for the development of music and culture - KKNK, Garipeefees & Suidoosterfees.

During the period under review !Xun & Khwedam through X-KFM recorded music of the Xu and Khwe communities to preserve the San culture which faces extinction.

TECHNOLOGY
SATELLITE
TECHNOLOGICAL FACILITIES
COVERAGE ERA LINKS
SIGNALS DIGITAL



The modern News studios facilities.

TECHNOLOGY

SYSTEMS ACCESS
SITES DOMAINS
DIGITAL INNOVATION INFRASTRUCTURE
PLATFORM

Creating Audience-focused foundation upon which Broadcasting can exist

Throughout history humans have been driven by search, first for food, secondly for entertainment and information.

The SABC has recently celebrated its 75th anniversary. In the past 18 years it has tried to live up to its mandate as a public broadcaster to inform, educate and entertain South Africans and to act as a catalyst for nation building and social cohesion. Whilst celebrating 75 years, the broadcaster faces the task of ensuring another 75 years, as the technology that gave birth to the SABC has given birth to other forms of media and entertainment consumption.

As the backbone of the broadcaster the Technology Division therefore has a big role to play in using its skilled staff to roll out the new technology to the nation.

Milestones for the Year Under Review

Propelled by the success achieved from the broadcast of the World Cup in 2010 the Division began the year well with the successful coverage of the Local Government Elections. As expected, SABC facilities were the centre for all contribution and distribution feeds. Henley Television Facilities were involved in establishing the Gauteng results hub at the Renaissance Centre. IT was responsible for the critical areas, namely the Election Results System as well as the IT Telecommunications infrastructure.

In September 2011 the SABC assisted Mozambique to broadcast the All African Games in Maputo. TVOBs played

a major role and provided 2 Outside Broadcast (OB) units, contributed equipment and staff to cover the event and provided an International Broadcast Centre (IBC) to receive signals from the venues and distribute them to international takers. Only with the SABC's intervention was television coverage of the event possible.

Towards the end of 2011, Government granted the SABC the strategic partner role to fulfil the broadcast requirements for the Convention on Climate Change (COP 17) in December, which took place at the International Convention Centre (ICC) in KwaZulu Natal (KZN), with many countries participating. The SABC, as Pool Rights owner, established a broadcast platform that allowed for a multi-broadcast to be transmitted to many different countries in the world. The broadcaster included a number of its radio stations as part of the broadcast, which combined became the biggest broadcast for the 2011/12 financial year. TVOBs was appointed the host broadcaster for COP 17 by the United Nations (UN) through a contract with The Department of International Relations and Cooperation (DIRCO). COP 17 was completed successfully and a letter of gratitude was received from the UN.

Other major productions included the Rugby World Cup and the African National Congress (ANC) Centenary Conference covered by TVOBs. For the Rugby World Cup broadcast Henley Television Facilities appropriately upgraded the Sport dedicated facilities. Eight high definition (HD) live feed video signals were prepared and all matches were broadcast.

Innovations in SABC Technology

Innovation is achieved through Research and Development at the SABC and one particular area of focus has been DTT technology (this is covered under the DTT section).

The SABC is looking to implement a News weather production and broadcast system that will provide a modern look and feel to the SABC's weather slots on television. When taking into account the 12 daily weather slots during the week and 8 daily slots over the weekends, and the involvement of the 30 weather presenters to cover the various languages, the current Weather System is clearly not capable of supporting the weather production and play-out operation. Future needs will demand more infrastructure. The SABC is embarking on a single centralised technical graphics facility. Workstations would, however, be de-centralised to their logical workflow areas. This technical hub will include production graphics for drama, sport, news and on-air facilities. Virtual studio facilities will also be included. The envisaged plan is to have the four Studio Play-out Weather Systems, each installed in the Studio equipment room with cable extenders to the control areas of Studios 9, 10, 11 and 12.

The legacy system, which has been used in the SABC newsrooms for the past 19 years, has been replaced by the Electronic News Production System (ENPS). The ENPS is currently functional in 58 countries, 800 newsrooms and used by approximately 60 000 journalists worldwide, thus meeting the needs of the demanding news environments. The system allows journalists constant access to the newsroom worldwide. ENPS is being implemented for use by radio, television and new media.

For the Local Government Elections TVOBs used an Internet Protocol (IP) communication system to connect the many remote points to the ICC control centre in Pretoria. For the first time no microwave links were used and all the remotes were done via Digital Satellite News Gathering (DSNG). Only 4 of the 16 DSNGs were hired and TVOBs supplied the rest by splitting the normal DSNGs in two.

Digital Mobile News Gathering (DMNG) – TV contribution through mobile phone – units were introduced for the Rugby World Cup in New Zealand. Provincial TV-News offices were digitised and adopted digital workflows, and the unit's DSNG fleet was increased to five.

IP Portfolio

During the year under review a number of sites were launched to improve the website offerings. These included SABC News (www.sabc.co.za/news), International Sales (www.sabc.co.za/intsales) and SAFM (www.sabc.co.za/safm), which form part of the new technology platform that runs from www.sabc.co.za. A special website at www.sabc.co.za/mandela was also created, which pays tribute to the life and times of former President Nelson Mandela and will be strongly promoted during Mandela Day each year. Production websites at the Internet Services Provider

vendor were implemented and hardware properly balanced to ensure availability and stability.

SABC will continue bringing its remaining online properties onto the shared platform to ensure that the experience remains seamless for our on-line audiences. The mobile website will also be enriched by offering access to more information.

The Year Ahead

The highlight for the year ahead will be the launch of DTT, therefore all efforts will be geared towards this.

- The establishment of a separate Digital Media Division will now be achieved through a cost-effective model of lower-level department that caters for Research and Development and incubates IP portfolio broadcast platform management. In essence, the entire Technology division is being restructured to be Digital-ready, through skills set clustering where all internet/online related skills will be under IP portfolio.
- Over and above the 24-hours News and Sport Channels the SABC has planned for additional channels to coincide with the envisaged DTT launch in October 2012. Henley will be upgrading the recently digitised FCCs to be capable of monitoring more than one channel each or build a Multichannel Play-out Centre.
- Preparations and broadcast of the London Olympics in July 2012.

The year ahead will see the Division intensify implementation of the Turnaround Strategy through implementation of outstanding audit findings, termination of non-performing contracts and creating structural permanency for effective governance.



Inside the High Definition Outside Broadcasting units.

MIGRATION
DELIVERY
DIGITAL
PROCESS ERA
NETWORK
TERRESTRIAL



Prototype SABC set-top box.

MIGRATION DIGITAL SIGNAL PROCESS TERRESTRIAL MIGRATION DELIVERY

The process of migrating all SABC workflows to the digital domain continued in line with the long-term migration strategy envisaged since 2005. Digital Terrestrial Television (DTT) is a component of this process.

The Newsroom Production and Computer System to replace the current legacy systems across all SABC broadcast centres is nearing completion.

Final control centres and main control facilities enjoyed continued digitisation as well.

Other milestones included the Craft Edit Server in News Facilities, Studio 9 upgrade/digitisation, Line Record Room project roll out, and Final Control Centre digitisation.

The continuation of upgrading studio facilities in Polokwane and Western Cape provinces demonstrated continued infrastructure investment throughout the SABC.

Digital Terrestrial Television (DTT)

In February 2012, the Minister of Communications issued an amended policy on digital migration for South Africa. Following that, ICASA is currently developing regulations

for Digital Terrestrial Television (DTT). The DTT environment will provide the SABC with a multi-channel platform to showcase more South African content and will provide an opportunity to develop local languages. This will ease some of the programming bottlenecks that the SABC television experienced in the past due to limited airtime.

DTT will provide the South African public with more content choices, new channels and better quality of signal. This will also require the SABC to think and behave as a digital broadcaster in a multi-platform, multi-channel environment. To this end the SABC has ensured that it participates in the entire value chain and all processes that will eventually bring DTT to fruition.

Through its participation in the Government's Broadcasting Digital Migration Programme, the SABC has contributed to defining four broad areas of activity as follows:

- Policy and Regulation;
- Content, Platform, and Transmission;
- STB Manufacturing, Testing and Distribution; and
- Marketing and Consumer Support.

The SABC's DTT project has been on trial since 2008, and has already addressed many of the critical matters that will enable both the SABC and the industry to put certain processes and infrastructure in place. The SABC has put in place programmes to upgrade its broadcast facilities, including the upgrade of the analogue Final Control Centres (FCC) and the development of a new multi-channel playout facility. Most of the work is already at the advanced stage of the broader digitisation.

SABC Television Network within DTT

The SABC will launch DTT with 3 channels (News, Sports and Children/Educational) in addition to the existing terrestrial channels. The intention is to gradually launch the channels in the first few months of the platform launch.

The creation of a number of extra channels on the DTT platform will allow the SABC to offer a greater range of content in all official languages, increased regional representation and to drive industry development in building capacity for new and existing producers, particularly in the regions.

The SABC strategy is to deliver channels that will meet the diverse audience needs of the country. The strategy has identified gaps in SABC delivery to key audience segments (based on SABC's audience segmentation framework) and gaps in delivery of SABC's mandate and in opportunities to sustain commercial revenue in the long term.

Specific focus has been on increasing content delivery in areas such as children, news, sport, regional content, youth, women and education. Focus has also been placed on ensuring that digital technology is used to more effectively deliver on services in all languages and to disabled members of our community.

The most important differentiation for the SABC's DTT channel portfolio is its emphasis on driving Public Value and Citizenship in comparison to the more commercial offerings by other broadcasters. Particular attention has also been placed on ensuring that an appropriate SABC network mix of services is developed over time rather than having a series of individual channels put together.



Behind the scenes on the production of our Local Magazine show, 'Top Billing'.

GENDER
FIRST CITIZENS
HUMAN RIGHTS
HUMAN CAPITAL STRATEGY
EMPLOYED SERVICES DIGNITY
EMPLOYMENT



Our Employees at Ikwekwezi FM.

OUR DEVELOPMENT TRANSFORMATION WELLNESS EMPLOYEES EQUITY

The SABC has committed itself to creating an integrated human resource environment to form the backbone of all people-centred functions and provide efficient HR services.

During the year under review Human Capital Services focused on developing a new operating model and structure for the Corporation that will address the future needs of the broadcaster and entrench economic, social and cultural sustainability in order to enhance long-term performance. The key focus areas included Employment Equity, Performance Management, Learning and Development as well as Employee Wellness.

Employment Equity

In keeping with its corporate values of restoration of human dignity and building a common future, the SABC developed an Employment Equity Strategy to transform the workplace.

The SABC also established institutionalised structures such as the National Employment Equity Forum and the National Disability Committee to monitor the implementation of Employment Equity in the SABC. Divisional and Provincial Employment Equity Committees were also established.

The Employment Equity report for the year under review reflects that 66% of the workforce is African, 20% White,

followed by 9% Coloured and 5% Indian. The SABC workforce consists of 46% females and 54% males.

Informed by the SABC's Vision of 'Total Citizen Empowerment', and as part of the Corporation's 'living the values' principle, the SABC recognises disability as a human rights and human dignity imperative. To this end the SABC developed a Disability Strategy that will mainstream disability in the SABC. As a result the Corporation exceeded its target of 2% employment of individuals with disabilities.

To further this Strategy the SABC plans to run Employment Equity related initiatives in the coming year to give employees an opportunity to understand and contribute to the implementation of the Strategy.

Analysis of Staff Complement as at 31 March 2012

(Filled Permanent Positions)

Race	No	%
African	2 404	66.19%
Coloured	320	8.81%
Indian	170	4.68%
White	738	20.32%
Grand Total	3 632	100.00%
Gender	No	%
Male	1 950	53.69%
Female	1 682	46.31%
Grand Total	3 632	100.00%

Employment and Vacancies

Salary band	Posts	Posts Filled	Vacancy Rate	Additional Posts
Top and Senior Management	104	67	55%	0
Middle Management	507	432	17%	0
Junior Management	677	596	14%	0
Supervisory Level	1568	1414	11%	0
Remaining Staff	1243	1123	11%	0

Employee Relations

The year under review has seen a positive working relationship between the SABC and organised labour.

There has been robust engagement with organised labour during the Turnaround Strategy consultation process.

There was a significant reduction in the number of disciplinary actions taken against employees during the year under review. Management and labour formed task teams to resolve substantive issues carried over from the previous financial year's negotiations and agreed to come up with amicable solutions. The SABC continues to strive for an harmonious and sound labour relations environment.

Approximately 35 disciplinary hearings were conducted during the year under review.

The 5 major categories of misconduct were:

1. absenteeism;
2. contravention of personnel rules and regulations;
3. dishonesty;
4. insubordination; and
5. non-compliance with the duties of the contract of employment.

Organisational Development

Performance Management is key to the sustainability and development of the Corporation. The SABC embarked on an initiative to revitalise performance management within the Corporation. A decision was taken to automate the process and the SAP performance module was configured for this. The process should make the performance management cycle much easier to administer and it will be launched in the new financial year.

Learning and Development

The SABC embarked on a process of up-skilling its existing and new employees. A total training investment of approximately R23m (1,6 % of the Compensation budget) allowed employees to participate in 4346 skills programmes

and short courses in the broadcasting, information technology, marketing and journalism fields.

The partnership between the MICT SETA, the National Skills Fund and the SABC contributed to job creation and entrepreneurship activities via the internship and learnership programmes. A total of 278 learners graduated from internships and learnerships that were implemented in Human Resources, Finance, Broadcast Engineering, Film and Television Production, Journalism, Radio Production, and Television operations. A 56% absorption/employment rate for learners was achieved through this intervention.

R2.5m was invested in bursaries for employees, children of employees and deserving citizens. Bursaries were sponsored for 231 recipients for scarce and critical skills within the industry and in the country.

Employee Wellbeing

SABC is committed to the health and wellbeing of its employees and offers various wellness programmes to support employees, as well as their families, through the SABC Wellness Department. Employee Wellness focuses on managing health issues and work-life balance. These programmes are designed to create awareness and build and maintain a healthy, empowered employee. Employee Wellness focused on three main areas: Medical Surveillance and Health Risk Assessments (Occupational Health), Drug and Substance Abuse (Employee Assistance Programme), and HIV and Aids (Primary Health).

1315 Occupational health examinations were done during the reporting period. Of these, 106 employees were seen by the Occupational Medical practitioner for occupational health related matters, and 144 employees were examined by the Occupational Medical Practitioner to assess fitness for duty after medical surveillance.

As part of our Employee Assistance Programme, Employee Wellness successfully developed a Drug & Substance Abuse Programme to assist employees and their families on matters of substance abuse.

HIV/Aids remains a major social issue nationally. All employees and contractors are actively encouraged to know their status.

In conjunction with SABC Education and SIDA Education, Employee Wellness in 2011/12 was able to successfully distribute over 1000 Master Aids Games designed to educate and engage both the youth and adults about HIV and Aids. Over the past three years 65% of SABC employees have participated in HIV counselling and testing.

STRATEGY
RECOGNITION OBJECTIVES REPUTATION
MARKETING INITIATIVES VALUES
BRAND
TRADE AWARENESS



Visuals from the 'It's our Game' campaign.

RECOGNITION BUILDING THE SABC TRADE BRAND STRATEGY AWARENESS REPUTATION

The SABC's primary marketing objectives for the year under review were to improve the SABC's brand reputation, build awareness for all SABC brands, and to develop and implement a strategic Marketing plan informed by the Turnaround Strategy.

During the 2011/12 financial year the SABC blueprint was developed in partnership with Brand SA. However, a delay in the sign-off of the Advertising, Creative and On-air promotion Agencies' contract impacted negatively on the deliverables of the SABC brand campaign and other SABC brands, particularly SABC3 and SABC News.

Nevertheless, eight SABC Radio Stations (Ukhozi, Umhlobo Wenene, Metro, Lesedi, Motswedding, Thobela, RSG and 5FM) were able to make it to the Top 10 Brand Survey list during 2011. This survey measures brand relationship scores, audience loyalty, awareness and confidence in the brand.

The SABC TV Network won 30 Awards at the 2011 South African Film and Television Awards (SAFTAS) and went on to win a staggering 40 Awards at the sixth (2012) SAFTA Awards, including "Best Soapie" award, which went to 'Isidingo'.

SABC Corporate Marketing drove transversal support for all SABC sub-brands by means of self-promotion, advertising and event sponsorship. An on-air team produced 90 transversal line-up promos per TV Channel per month.

The main objective of these promos was to encourage transversal viewership across the three channels.

SABC Corporate Marketing hosted workshops with all SABC Radio stations in the Provinces. The SABC mother brand positioning was presented at these workshops to provide guidance for the stations in aligning themselves with the mother brand. During these workshops SABC Corporate Marketing started a process of redesigning and repositioning some of the SABC Radio stations' logos and corporate identities in line with their own market positioning. Some of the corporate identity material was designed over eight years ago and had not changed to keep up with a rapidly changing market environment, particularly in light of the looming digital migration.

Corporate Marketing also contributed to a publication showcasing the 75 Year History of the SABC. The SABC was profiled in a number of brand publications in celebration of the SABC's 75th birthday.

The introduction of SABC internet URLs at the end of News and weather bulletins (August 2011) helped increase the online and mobile traffic on these digital platforms. The consolidated 'Listen Live' functionality was activated on the web and mobile platforms.

Corporate Marketing entered into a trade exchange on a print campaign to the value of R1.5 million for the 2011 IRB Rugby World Cup during Heritage Month and contributed R2 million of airtime towards the 'Arts Alive' festival as the official broadcast partner.

STATUTORY
COMMISSION
COMPLAINTS RESOLUTIONS
CONSUMER
SERVICES REQUIREMENTS



SABC News interviewing protestors during a news insert.

STATUTORY COMPLAINTS COMMISSION SERVICES RESOLUTIONS CONSUMER

Complaints against SABC services are channelled through 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 Wireless Application Service Providers Association and the National Consumer Commission.

As always most complaints during this fiscal were received via the BCCSA, which adjudicates content-related complaints. There were also some from the NCC but none from any of the other bodies listed.

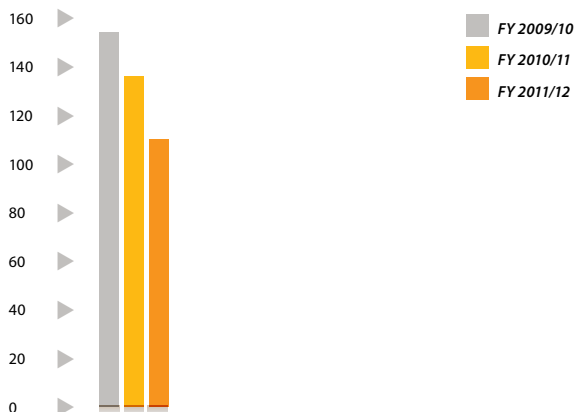
Broadcasting Complaints Commission of South Africa

During the fiscal year 2011/12, 110 complaints against SABC services were finalised by the BCCSA. Of these complaints, 107 were dismissed, one was dismissed on appeal by the SABC, one led to a reprimand and one received a fine of R11 400.

There has however been a consistent trend towards a decline in the number of cases lodged at the BCCSA, as is reflected in the three-year analysis. This can be ascribed to on-going and regular training of relevant staff in the requirements of the Code and to implementing stricter internal processes for non-compliance. An on-air education campaign for listeners and viewers across all radio and television services also contributed to this reduction.

Fiscal comparative Figures for BCCSA Complaints

No of Complaints



National Consumer Commission

The Consumer Protection Act went into effect at the start of this fiscal, effectively rendering the SABC also subject to complaints lodged with the National Consumer Commission (NCC).

So far all the complaints that have been referred to the SABC via the NCC have been around issues related to television licence fee collections. All matters were satisfactorily resolved.

INITIATIVES
STAKEHOLDERS
RELATIONS **ENGAGING OUR** PUBLIC
PARTNERSHIPS **PEOPLE** COMMUNICATION
EMPLOYEES



Mr. Hlaudi Motsoeneng (COO) engaging with employees.

COMMUNICATION
PARTNERSHIPS
STAKEHOLDERS
PUBLIC RELATIONS
ENGAGING OUR PEOPLE
EMPLOYEES

STAKEHOLDER ENGAGEMENT

The SABC's Stakeholder Engagement Strategy was developed to deal with the ever-changing environment within which the Corporation operates. As a public broadcaster the SABC serves a wide range of stakeholders and in the year under review our strategic focus was on internal stakeholders and other key stakeholders, including citizens.

Public Engagements

The SABC employed a wide range of mechanisms to engage with external stakeholders and to capture information about the Corporation's social impact.

The Audience Services Division, responsible for optimising funding to the SABC's Public Broadcasting Service through the collection and management of television licence fees, embarked on a nationwide citizen outreach programme to build personal and sustainable relationships with the public.

The Division participated in several Mall Activation Campaigns in the period under review. The campaigns entailed a TV Licences division presence at popular shopping malls in various Provinces, with a highly visible kiosk at which licence holders could personally resolve their queries or pay their licence fees. The initiative was supported by an awareness campaign on SABC radio stations and a competition campaign.

The Division also successfully partnered with internal SABC stakeholders such as RadioSonderGrense (RSG) and SAFM to participate at the Klein Karoo National Arts Festival, the Grahamstown National Arts Festival, the Gariep Arts Festival and the Tshwane Spring Show. Events with external partners included the International Franchise Expo at the Sandton Convention Centre, the World Telecoms Day activities hosted by the Department of Communications, Business Opportunities and Franchise Expo with Eskom and the Vodacom Suppliers Day.

Currently income from TV licence fees contributes 16% to the SABC's annual operating revenue.

Our platforms (Radio and TV) also held several public campaigns where our personalities engaged with the public.

People with Disabilities

The SABC also sought to address the needs of audiences with special needs, an undertaking that resulted in the Broadcaster convening meetings with various relevant stakeholder Corporations including Deaf SA and Disabled People South Africa (DPSA). The parties agreed to work together towards making SABC programmes more accessible and to explore ways of approaching issues concerning programming and employment equity – a memorandum of understanding is expected to be signed in the 2012/13 financial year.



Community Organisations

Various Community organisations such as the Coloured community, Khoi-San community and the South African Christian Ministries (SACMIN) were engaged in an effort to understand different community needs in shaping the SABC to reflect the diverse cultural and multilingual nature of South Africa, as prescribed by the Broadcasting Act.

Engagements with different communities are still on-going and require multilateral engagement and consultation with the Shareholder and Regulator.

Most issues raised by communities relate to the use of language, reflection of culture, stories that reflect the width and breadth of South Africa (not just urban areas), as well as the accurate portrayal of all segments of our society.

There can never be enough engagements with citizens. The SABC Stakeholder Division has developed a more structured way of engaging with the public, which will begin in the 2012/13 financial year. A perception survey will be used for a scientific understanding of how South Africans feel about SABC content and services. The Broadcasting Act stipulates that, as a Public Broadcaster, the SABC should solicit public feedback regularly. Plans were put in place for public feedback sessions and Editorial Policy Review processes. All of this work requires funding, which was not available during the year under review.

Sporting Bodies

National sporting bodies such as the South African Football Association (SAFA), the Premier Soccer League (PSL), the South African Rugby Union (SARU), and Sport 5 were engaged in an effort to secure rights to matches of national interest and to ensure that national team matches are broadcast live. The process remains on-going and the Public Broadcaster intends engaging all sporting bodies in the next financial year.

Local Content

In support of the South African music industry and promoting local content, during 2011/12 the Public Broadcaster entered into discussions with the Independent Record Companies of South Africa (AIRCO) aimed at exploring ways for the Corporation to promote the growth and development of the local music industry. The result was the signing of a long-awaited distribution agreement between the SABC and AIRCO, that will see AIRCO being able to submit its members' and non-members' music products for broadcast on SABC platforms (TV and digital).

Government Relations

The SABC partnered with Government on a number of initiatives to support key national days. Relevant messages were incorporated in SABC programming. A workshop was held in partnership with Government Communications and Information System (GCIS) to assist SABC programming and news staff to understand the South African Government policy on environment, as part of preparations for the COP 17 environment conference held in late 2012.

International Relations

Relationships with international stakeholders remained cordial and mutually beneficial for the SABC. The public broadcaster participated in the hosting, transferring and sharing of skills with numerous international bodies. Through its relations with the Department of International Relations and Co-operation (Dirco), the SABC continued to provide its annual media training to Dirco diplomats.

The SABC also has, and continues to maintain, relations with other international bodies such as the China Central Television (CCTV), Brazil National Telecommunications Agency (BNTA), Malawi Broadcasting Corporation, Tanzania



SABC Management engaging with labour unions.



SABC 2 partnering with the Breast Cancer Walkathon.

Broadcasting Corporation, Federal Radio Corporation of Nigeria, Uganda Broadcasting Corporation and Africa (China) TV media. These relationships are underscored by an understanding to exchange content, benchmarking, skills transfer and corporate agreements satisfactory to both parties.

Engaging Employees

Internally, the 2011/12 Financial Year was underscored by the repositioning of the Stakeholder Relations and Provinces Department, a process that started with vigorous engagement with staff and organised labour. Focusing on HR issues pertaining to permanent and independent contractors, the process unfolded through various internal platforms and across different levels, including the Senior Management Forum, Middle Management, Provincial staff, employees with disabilities, and the Redifussion – a platform developed to engage all employees, including the Provinces.

Because of the improved relationship between management and organised labour meaningful and positive developments took place during the period under review. One such development was the agreement that performance management will be cascaded into the middle management and bargaining units. Since these engagements, organised labour has played a pivotal role in providing solutions together with management to long-outstanding and substantive issues.

However, a lot of work still needs to be done to ensure the continuation of a healthy leadership/staff relationship. The process is on-going and has thus far allowed open communication between the SABC leadership and staff. The focus for the next fiscal will be to empower managers to interact effectively with their immediate subordinates in order to ensure employees are always kept abreast of the strategic direction of the Corporation.

Employees with Disabilities

In line with its key responsibilities, as enshrined in the Broadcasting Act, namely, to be responsive to the needs of all South Africans “including the needs of the deaf and the blind and account on how to meet those needs,” the SABC performed a special needs assessment aimed at establishing the needs of staff with special needs and ways in which it can make the working environment friendlier and more accessible to these employees. As a result of this assessment some members of staff were provided with wheelchairs and also had communication aid facilities installed for their use.

SOCIO ECONOMIC DEVELOPMENT INITIATIVES

Through various initiatives, SABC Television platforms participated in various community upliftment projects during the year under review, some of which are listed below:

- implemented the SABC Education Bursary Scheme 2011 in partnership with NEMISA. Bursaries to the value of R2 million were awarded to successful applicants;
- awarded monthly bursaries to the unemployed youth through the programme ‘Shift’;
- awarded bursaries to Grades 12 on ‘Matrics Uploaded’ programme;
- SABC2 has adopted the Ebenezer Orphanage and Old Age Home as its main focus for CSI. The channel selected the home having heard of their plight due to their indigence. In December the channel donated cooking stoves, a fridge and groceries to the home, organised massage treatments for the minders and oldies and took the channel’s kiddies programming mascot, DUB, to entertain the children. The SABC2 staff also spent the day at the home, preparing Christmas lunch for the children and oldies;



SABC News 'Touching Lives' donating computers to schools in Soweto.

- in October 2011, SABC2 partnered with the Breast Cancer Walkathon (BCW) 2011 to raise awareness of breast cancer. It took its on-air personalities to participate in the 5km and 8km walks, handed out SABC2 promo items to the Walkathon participants, as well as autograph signage. In keeping with the Rugby World Cup 2011 fever, SABC2 arranged for Kalawa Jazmee artists - who created the SABC Rugby World Cup Theme song - to perform on the main stage. The on-air personalities delivered promos to sensitise the nation about the BCW; and
- as part of giving back to our local communities on Mandela Day:
 - SABC1 team, together with channel icons, spent Mandela Day at the Kliptown Youth Centre, cleaning the centre and its surroundings; and
 - SABC3 spent the day with ICare Children's Centre for street children, planting a vegetable garden.

SABC News 'Touching Lives'

During the year under review, SABC News' 'Touching Lives' was instrumental in mobilising the public and the private sectors to contribute in the following initiatives:

- building of a hostel for the disabled children in Thembaletu, Khayelitsha, Western Cape. The hostel was handed over to the recipients on the 18th of July 2011. This was made more special by the presence of Minister Lulu Ngxingwana and Deputy Minister Dr. Ngoako Ramatlhodi. The day also celebrated the birth of South Africa's first democratic leader, Mr. Nelson Mandela;
- installation of a security system for the home of the disabled children in Bloemfontein, Free State;
- bursary funds for a student from an historically disadvantaged background (student currently registered

for a Bachelor of Commerce at the University of Cape Town, Western Cape);

- sports funding for children from historically disadvantaged backgrounds to participate in historically White sports e.g. golf funding students in East London;
- provision of wheel-chairs for people living with disabilities across South Africa; and
- funding for organisations catering for the homeless; children suffering from various diseases to undergo surgery; and homes for orphans.

A fundraising telethon on 'Morning Live' was organised by the SABC's CSI Department to raise funds for the people of Somalia. The telethon was led by SABC News and supported by SABC Corporate Marketing and Corporate Communications, SABC Radio Stations, Department of Women and Children, Gift of the Givers, musicians and soapie actors and actresses. A total of R1 million was raised through the telethon.

The SABC donated computers to the Mbuyisa Makhubu school in Soweto. Various radio stations also donated computers to an NGO that caters for children of refugees from East and West Africa as well as from the SADC countries.

As part of the SABC's social commitment and to promote National Literacy Day reading material and books were donated to Ponego Secondary School in Katlehong. This auspicious day also saw 20 learners graduate in ABET learning programmes.

Investments were also made for 63 employees to participate in the GIBS Management and Leadership programmes to ensure relevant leadership skills within the Corporation.



The NOSA Safety Awareness toolbox talk package.

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT POLICIES AND PRACTICES

Focus on Health and Safety

The SABC is committed to safeguarding all employees, contractors and visitors against any injury and risk to their health arising from any of the operations associated with the SABC. The Corporation enforces health, safety and environmental standards in the workplace as prescribed by the Occupational Health and Safety Act, its regulations and related safe work practices. In keeping with these standards, legal compliance audits have been conducted on all SABC premises and all shortcomings identified have been corrected.

Safety

The SABC's vision for occupational health and safety of the workforce is one of zero tolerance for on-the-job fatalities, injuries and diseases. The effective implementation of the occupational health and safety programme, the storage and stacking programme, the fire safety programme, the health and safety policies and the awareness programmes assisted in keeping injuries on duty as low as possible. Combined, these initiatives have resulted in the creation of a conducive work environment. All in all, there were 8 reported injuries on duty in 2011/2012, with no fatalities.

In compliance with the Occupational Health and Safety Act (OHAS), Fire equipment for the entire complex is serviced annually. Pest control is also well-managed and there have been no serious reports of infestations in our complex.

The NOSA Safety Awareness toolbox talk package is now available through the Library Department and is accessible to staff and all the Departments.

A National Disability forum has been established and the safety awareness programme has been highlighted as a priority for all SABC Provincial offices.

A Hot Work Permit Policy has been compiled, approved and implemented to safeguard the SABC and contractors on site against injuries during hot work operations.

Health

The Occupational Health and Safety 2011 awareness programme for staff included a Workers' Health, Safety and Wellness Open Day where facilities were provided for employees to have their cholesterol and glucose levels, and their blood pressure checked, as well as having other health assessments.

The state-of-the-art SABC Corporate Gym has 900 members and is used by an average of 2000 permanent and contract workers every month.

Several noise surveys and air quality tests have been conducted by an Approved Inspection Authority to maintain a work conducive environment for employees. Audiometric tests have been conducted on employees who were exposed to more than 85 decibels in identified noise zones.

Environment

The Corporation embarked on a biological programme to reduce the sick building syndrome effect on the workforce. Noise, air quality and light surveys have been conducted in most of the SABC Provinces and Auckland Park to determine compliance with legislation. Shortcomings have been identified and are in the process of being corrected. Water quality tests are done regularly to ensure that the tap water in the SABC buildings is clear of algae and cholera-free.

Waste management is being addressed in accordance with the stipulations of the Act with waste disposed of according to classification, including hazardous chemicals.

Smoking in SABC buildings is restricted to designated areas, bringing the SABC in line with requirements of the Tobacco Product Amendment Act.

ACKNOWLEDGEMENT VALUE
EXCELLENCE CONTENT
ACHIEVEMENTS AND
ACCOLADES **AWARDS**
RECOGNITION
PRIDE



ACKNOWLEDGEMENT
ACHIEVEMENTS AND AWARDS
 RECOGNITION

CONTENT
 EXCELLENCE
 ACCOLADES

SABC RADIO AWARDS

SABC Radio stations came out as best performers in the fiscal April 2011 to March 2012, especially Ukhozi FM, 5FM and SAFM:

MTN Radio Awards

- Ukhozi FM won 8 MTN Radio Awards including the coveted Public Broadcasting Service (PBS) Station of the Year award.
- SAFM won 5 MTN Radio Awards.
- 5 FM won 4 MTN Radio Awards including the Commercial Radio station of the year (5FM is also one of the only five African radio stations nominated for the Influential International Station award).
- 5FM won top accolades as the Coolest Radio Station Brand for the 5th consecutive year in the Sunday Times Markinor annual survey.
- METRO FM achieved second position in the same survey.
- Other MTN Award winners were; Metro FM (1), Thobela FM (1), RSG (1), Lesedi FM (1), Phalaphala FM, Lotus FM (2) as well as Channel Africa.

SATMA

- Umhlobo Wenene: Saba Mbixane.
- Ukhozi FM: Khalesakhe Mbhense.

Other Awards

- Siki Mgabdeli was named as one of the leading 200 Young South Africans by the Mail & Guardian.
- SAFM was given an Achievement Award for Invaluable Support by promoting Casual Day 2011 in aid of Persons with Disabilities.
- Ashraf Garda was given an Ubuntu Dialogue Award - Media Category by the Turquoise Harmony Institute (NGO) - for noteworthy contributions to dialogue, peace and harmony in society.
- At the MTN Radio Awards for work performed during 2011:
 - Daytime Show PBS: Afternoon Talk - Ashraf Garda;
 - Night Time Presenter PBS: Ashraf Garda (for The Talk Shop);
 - Drama Programme: Radio Vuka on SAFM;
 - On-Air Packaging PBS: African Renaissance campaign – Julia Ann Malone; and
 - News and Actuality Producer: Veronica Fourie – AM Live on SAFM.

SPORTS

Another achievement was for Sport Playback, a sporting programme produced by SABC Sport. The programme won the South African Film and Television Awards' Best Sport Programming award. Our on-screen presentation



SABC Radio receiving several awards at the MTN Radio awards.

with the new wardrobe design, particularly for Laduma and Soccerzone, has received numerous compliments and commendations from various stakeholders, most importantly the PSL, who are the owners of the rights we use in Laduma and Soccerzone.

NEWS

Recognition for the work done by the SABC News Division's 'Touching Lives' programme came through various awards. A new category was developed by the National Press Club to recognise the impact journalistic initiatives such as 'Touching Lives' can have on our society.

International Awards

- CNN Africa Award (Radio).

National Awards

- Vodacom 2011 National Radio General News Award.
- Vodacom 2011 National Radio Feature Award.
- Vodacom 2011 National TV News Award.
- National Press Club Radio Journalist of the Year.
- National Press Club and Proudly South African Award to SABC Touching Lives for society upliftment through the media.

Provincial Awards

- Provincial Tourism Award (North West Parks and Tourism Board).
- 10 Regional Vodacom 2011 Journalist of the Year Awards.

Community Awards

- Club Environmental Reporter – SAB.
- Swimming South African Television Journalist of the Year.
- Kudu Award (SANPARK).
- Annual Inheritor's Community Achievement Awards 2011.
- Umzinyathi Mayoral Cup Award – International Relations.
- SATMA Award.
- Community Award.

TELEVISION

SABC TV Programming continues to resonate with both its audiences and peers, receiving numerous audience and peer awards locally and internationally.

- 'Siyayinqoba Beat It' was awarded the Gold Plaque for being the Best Programme communicating issues of HIV/AIDS with people that are already infected.
- SABC TV programming swept the South African Television Awards.



The visuals from 'Intersexions'.

- The SABC swept 78 nominations at the South African Film & Television Awards (SAFTAs), with education drama 'Intersexions' being nominated in 23 categories and winning 12 awards. The awards' main objectives are to honour, celebrate and promote the creativity, quality and excellence of South African film and television talent.

EDUCATIONAL CONTENT

The 2012 National Teacher Awards

- Certificate of Appreciation for Participation.

The George Foster Peabody Awards.

The Peabody is the oldest electronic media award in the world, recognising excellence, distinguished achievement, and meritorious public service.

- Peabody Award for excellence for 'Intersexions'.

MTN 2012 Radio Awards

- Presenter Nomfundo Mkhize, 'Teen Zone' on Ukhozi FM, nominated in the Daytime Presenter Category.

Input Conference Sydney May 2012

- Episode 4 Selected to be screened in section "The thrill of political drama" for '90 Plein Street'.

2012 South African Television Awards

- Golden Award Winner in drama category for Best TV Drama Series for Intersexions.
- Golden Award Winner in drama category for Best Director of a TV Drama Series: (EPS 4 & 20) Rolie Nikiwe for 'Intersexions'.
- Golden Award Winner in drama category for Best Writing Team in a TV Drama Series: (EP 20) Brent Quinn, Linda Bere and Team for 'Intersexions'.

- Golden Award Winner in drama category for Best Actor in a TV Drama Series: Siyabonga Radebe as "Muzi" for 'Intersexions'.
- Golden Award Winner in drama category for Best Actress in a TV Drama Series: Lungelo Dladla as "Buhle" for 'Intersexions'.
- Golden Award Winner in drama category for Best DOP / Cinematographer in a TV Drama Series: (EP 8) Trevor Calverley for 'Intersexions'.
- Golden Award Winner in drama category for Best Editor on a TV Drama Series: (EPS 8 & 20) Melanie Golden for 'Intersexions'.
- Golden Award Winner in drama category for Best Production Design in a TV Drama Series: Marna Heunis for 'Intersexions'.
- Golden Award Winner in drama category for Best Music Composition in a TV Drama Series: Sue Lubner for 'Intersexions'.
- Golden Award Winner in drama category for Best Make-up & Hair stylist in a TV Drama Series: Smartie Olifant for 'Intersexions'.
- Golden Award Winner in drama category for Best Sound Design in a TV Drama Series: (EP 4) Janno Muller, Tim Pringle for 'Intersexions'.
- Golden Award nomination in Best Reality Show for 'One Day Leader'.
- Golden Award nomination in drama category for Best Director on a TV Drama Series: (EP 8) Catharine Cooke for 'Intersexions'.
- Golden Award nomination in drama category for Best Actor in a TV Drama Series: Thato Moraka as "Tshepo" for 'Intersexions'.



- Golden Award nomination in drama category for Best Actor in a TV Drama Series: Katleho Ramapakela as "Thami" for 'Intersexions'.
- Golden Award nomination in drama category for Best Supporting Actress in a TV Drama Series: Nolwazi Shange as "Ntombi" for 'Intersexions'.
- Golden Award nomination in drama category for Best Writing Team in a TV Drama Series: (EP 4) Chisanga Kabinga for 'Intersexions'.
- Golden Award nomination in drama category for Best DOP / Cinematographer in a TV Drama Series: (EP 20) Trevor Calverley for 'Intersexions'.
- Golden Award nomination in drama category for Best DOP / Cinematographer in a TV Drama Series: (EP 4) Trevor Calverley for 'Intersexions'.

- Golden Award nomination in drama category for Best Editor on a TV Drama Series: (EP 4) Melanie Golden for 'Intersexions'.
- Golden Award nomination in drama category for Best Editor on a TV Drama Series: (EP 8) Melanie Golden for 'Intersexions'.
- Golden Award nomination in drama category for Best Costume Design in a TV Drama Series: Rochelle Selling for 'Intersexions'.
- Golden Award nomination in drama category for Best Sound Design in a TV Drama Series: (EP 20) Janno Muller, Tim Pringle for 'Intersexions'.
- Golden Award nomination in drama category for Best Sound Design in a TV Drama Series: (EP 8) Janno Muller, Tim Pringle for 'Intersexions'.

AfriComNet 2011 Awards

- Gold Plaque for being the Best Programme communicating issues of HIV/AIDS to the people that are already infected for 'Siyayinqoba Beat It!'

TVSA

- Best Drama of the Year - The General TV Awards for 'Intersexions'.
- Best TV show of the year - The General TV Awards for 'Intersexions'.

African Movie Academy Awards (AMAA)

- Nominated in the best categories of: Production Design, Cinematography, Screenplay, Editing, Young Actor,



The cast from 'Siyayinqoba Beat It!'



The Cast from 'Ga Re Dumele'.

Actress in Supporting Role, Actor in Supporting Role, Actor in Leading Role and Best Film for 'Hopeville' (Film).

CONTENT HUB

2012 South African Television Awards

- Best Youth & Children Programme for the 'Jam Alley' Crew vs Crew.
- Best News & Actuality for 'Speak Out'.
- Best Reality for 'Jam Sandwich'.
- Best Supporting Actor: Drama for 'Fallen'.
- Best Supporting Actress: Drama for 'Sokhulu and Partners'.
- Best Costume Design: Drama for 'Zone 14'.
- Best Actress: Soap for 'Isidingo'.
- Best Ensemble: Soap for 'Isidingo'.
- Best Soap (Public Vote) for 'Isidingo'.
- Best Actor: Comedy for 'Ga Re Dumele'.
- Best Actress: Comedy for 'Ga Re Dumele'.
- Best Ensemble: Comedy for 'Stokvel'.
- Best Post-production: Comedy for 'Gauteng Maboneng'.
- Best Technical Team: Comedy for 'Gauteng Maboneng'.
- Best Art Direction: Comedy for 'Gauteng Maboneng'.
- Best Comedy for 'Gauteng Maboneng'.

SAB Awards

- Media Environmental Broadcast Journalist of the Year for '50/50'.
- Merit Award.

SAFTA 2011

- Best Director in Documentary for 'Jammer as ek so bitter is' by Rina Jooste.

SAFTA 2012

- Nominated for Best Short Documentary for 'Solving It'.
- Won Best News and Actuality Programme for 'Speak Out'.

INPUT 2011

- Innovation in Public Broadcasting for 'Relate'.

INPUT 2012

- Innovation in Public Broadcasting.

Africa in the Picture Film Festival Amsterdam

- Best Short Film for 'Difficult Love'.