

**SPHESIHLE FM REGISTRATION FOR CLASS LOW POWER COMMERCIAL SOUND BROADCASTING SERVICE LICENCE**

**BUSINESS PLAN**

**ICASA**

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**SPHESIHLE FM**

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**1. BACKGROUND**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1.1. SPHESIHLE FM is a Non-Profit Organization, registered in terms of the laws of Republic of South Africa. The entity established with the aim of providing community development service including going forward, class community sound broadcasting service. SPHESIHLE FM will provide the broadcasting service for Hankey geographic community within Saartie Baartman District Municipality, Eastern Cape Province, South Africa.

The broadcasting service shall be the first of its kind in Hankey, a rural agricultural area outside Port Elizabeth in Eastern Cape. The Station shall be a game changer in that it will contribute to social cohesion, skills development and economic development.

SPHESIHLE FM is made up of officials that have experience in the broadcasting, business development, entrepreneurship and Community Development. The financial projections clearly show the viability of the Station being able to sustain itself and meet its financial obligations when required.

* 1. The Station aims to contribute to the informal and informal economy of Hankey, through investment, skills development and job creation.

1.3. The Director/s of SPHESIHLE FM is/are as follows:

Director/s

Refer to Appendix.

The Executive Management shall comprise of the following:

Station Manager (refer to Appendix)

Program Manager (Refer to Appendix)

Finance Manager (Refer to Appendix)

The Executive Management shall be responsible for the appointment of Management and the rest of personnel in line with the Station Constitution and Policies.

1.4. SPHESIHLE FM complies with the requirements of Section 51 of the Electronic Communication Act (ECA), read with Section 2 of the same Act, related Regulations.

1.5. The Station shall also contribute to content diversity.

1.6. SPHESIHLE FM will be based in Hankey in Eastern Cape Province. The population of Hankey is 10 000 as per Census 2011.

## A. **HANKEY FACTS**

**Hankey** is a small town on the confluence of the [Klein](https://en.wikipedia.org/w/index.php?title=Klein_River_(Eastern_Cape)&action=edit&redlink=1) and [Gamtoos](https://en.wikipedia.org/wiki/Gamtoos_River) rivers in [South Africa](https://en.wikipedia.org/wiki/South_Africa). It is part of the [Kouga Local Municipality](https://en.wikipedia.org/wiki/Kouga_Local_Municipality) of the [Sarah Baartman District](https://en.wikipedia.org/wiki/Sarah_Baartman_District_Municipality) in the [Eastern Cape](https://en.wikipedia.org/wiki/Eastern_Cape).

[](https://en.wikipedia.org/wiki/File:William_Alers_Hanhey-001.jpg)

Engraving of Reverend William Alers Hankey on a monument in Hankey



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## History

Hankey was established in 1826 and is the Gamtoos Valley's oldest town. It was named after the Rev. William Alers Hankey, (1771-1859) an ex-banker and the secretary of the London Missionary Society (LMS). He was born in Aberdeen, Scotland, (though the Missionary Society's successor body's obituary gives the place of his birth as London), the natural son of the London banker, merchant, Jamaica planter and treasurer of the Foundling Hospital, Thomas Hankey of Fetcham Park, and educated, according to his father's 1793 will, at the [University of Edinburgh](https://en.wikipedia.org/wiki/University_of_Edinburgh). Sir Maurice Hankey, later Lord Hankey, the creator of the modern UK Cabinet Office, was William Alers Hankey's descendant.

The purpose of the establishment of the village was to grow mielies and corn for the LMS main station at [Bethelsdorp](https://en.wikipedia.org/wiki/Bethelsdorp) and also to carry out evangelistic work. The first property was "Wagondrift" owned by the Damant Bros. And although the town was planned for 250 families it started with 25 families. The first inhabitants consisted of a large number of Khoi, a few [Mfengos](https://en.wikipedia.org/w/index.php?title=Mfengos&action=edit&redlink=1), a few farmers and mixed "Gamtouer" (1700) descendants.

The LMS founded the station in 1822, terminated it in 1875 and in 1876 it became independent from the LMS. It became a Congregational Church as it is today. The first trustees of the LMS were Dr John Philip and the Rev. William Alers Hankey. The first missionaries were Messrs Miles, Melville, Williams, later the Philips' (Will Enowy and Thom Durant Philip)

Dr John Philip was superintendent. Some of the residents were Windvogel, Diederich, Abraham, Stuurman, Dragoonder, Armoed, Scheepers, Mahtjies, Gerts, Matroos, Konstabel and Kettledas. The first white farmers were Messrs. Wait, Salmon Ferreira, Stefanus Ferreira and the Damant Bros.

The first irrigation scheme on the Klein Rivier was started by James Wait in 1827 and completed in 1830. It extended for 3.5 miles and he was awarded 50 cattle and the use of 50 workers.

What the papers said about the opening of the scheme on the Klein Rivier:

"......the course swung into action sending streams of water down its winding length ....."

People came from far and wide to view the spectacle and Dr Philip later declared it the greatest work of its kind ever undertaken in the Colony. Part of this irrigation scheme can still be seen today and forms part of the Hankey Golf Course.

The second irrigation scheme on the Gamtoos River, a [provincial heritage site](https://en.wikipedia.org/wiki/Provincial_heritage_site_(South_Africa)) in Hankey today, was carried out by William Enowy Philip, the son of the Superintendent of the LMS, Dr John Philip. His inspiration was the window in the hill between Backhousehoek and Vensterhoek and was dug using pick and shovel and wheelbarrows. The length of the tunnel is 228 meters and the speed of construction was very slow - about 1 to 2 feet a day. It was started in April 1843 and completed in August 1844 – 15 months later. It was in use from April 1845 to 1970 - a period of 125 years. Note: This was the first ever tunnel scheme in South Africa.

A tragedy: The builder of the tunnel, William Enowy Philip, drowned on 1 July 1845 in the Gamtoos River "apparently in a desperate but vain attempt to save his ten year old nephew, John Philip Fairbairn. William was only 31 years old at the time." according to the family history book, compiled by Peter Philip in 1980, "A Fifeshire Family:The Descendants of John and Thomas Philip of Kirkcaldy."

In 1822 [Dr John Philip](https://en.wikipedia.org/wiki/John_Philip_(missionary)), the superintendent of the [London Missionary Society](https://en.wikipedia.org/wiki/London_Missionary_Society) established a mission station on the farm Wagendrift and named it after Reverend William Alers Hankey, the treasurer of the [London Missionary Society](https://en.wikipedia.org/wiki/London_Missionary_Society).[[2]](https://en.wikipedia.org/wiki/Hankey#cite_note-2) An irrigation tunnel constructed under direction of William Philip, the son of Dr John Philip, is today protected as a [provincial heritage site](https://en.wikipedia.org/wiki/Provincial_heritage_site_(South_Africa)).[[3]](https://en.wikipedia.org/wiki/Hankey#cite_note-SAHRA-21245-3)[[4]](https://en.wikipedia.org/wiki/Hankey#cite_note-4)

On 19 August 2002, the remains of [Saartjie Baartman](https://en.wikipedia.org/wiki/Saartjie_Baartman) were laid to rest on *Vergaderingskop*, a hill on the edge of town.[[5]](https://en.wikipedia.org/wiki/Hankey#cite_note-5)

As is the case with most South African towns, there are residential areas previously reserved for non-white residents set up on the outskirts of the town. In the case of Hankey these are Centerton on the western edge of the town (*on the opposite bank of the* [*Klein River*](https://en.wikipedia.org/wiki/Klein_River)) and Weston, located about 1.5 kilometres (0.93 mi) to the south-west (*on the opposite bank of the* [*Gamtoos River*](https://en.wikipedia.org/wiki/Gamtoos_River)).

## Transport

Hankey is located on the junction of the [R330](https://en.wikipedia.org/wiki/R330_(Eastern_Cape)) and the [R331](https://en.wikipedia.org/wiki/R331_(Eastern_Cape)) roads and the [Avontuur Railway](https://en.wikipedia.org/wiki/Avontuur_Railway) passes through the town. Source: Wiklipedia.

**2. BROADCASTING SERVICE**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SPHESIHLE FM service shall entail a community sound broadcasting service at Hankey.

**SPHESIHLE FM** shall provide shows that will contribute to the economic and skills development of the Community in addition to social cohesion.

Hankey is a rural town in the midst of farms and a burial site of the famous Slave, Saartie Bartmaan. It is in this context that HANKEY FM broadcasting service shall position Hankey as tourist destination.

HANKEY FM will embrace digital technology and innovation to capture the rural listeners who also embrace products and service in other urban retail centers.

**3. MANAGEMENT BACKGROUND**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

SPHESIHLE FM is made up of a team of innovative and creative people who strive to achieve a level of service excellence beyond expectation. Our strength lies in our versatility and flexibility to meet the demands of the ever-changing industry. The board and Management have broadcasting, management, marketing and communication skills. The organogram is as follows:

**STATION MANAGER**

* Responsible for business development
* Provide strategic leadership to organization
* Has management skills and experience on radio production as a whole and business development.

**MARKETING MANAGER**

* Marketing and sales skills and expertise on Radio
* Experience in managing client’s accounts and operations

**FINANACE**

* Business legal service
* Accounting and bookkeeping
* Business consultation
* Maintenance of equipment
* Phone and internet costing
* Payroll and tax services

**ADMINISTRATOR**

* Overall office management
* General enquiries

**OTHER PERSONNEL**

**4. HUMAN RESOURCES ISSUES**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The business will comprise of the following Staff Members:

Station Manager

Marketing Manager

Programme Manager

Presenters

**TOTAL**: The initial Staff Complement shall be 10.

**5. BUSINESS ENVIRONMENT**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

There are no political factors affecting the industry as it is operating fully independent.

There are policies that are set by the government to try and manage the industry. Registration with ICASA will lead to proper regulation in terms of the Electronic Communication Act of South Africa.

The Radio will have to meet and adhere to the compliance set out by ICASA.

**6. SUPPLIERS**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Our main supplier will be the ECN Licensee for signal distribution, musicians and advertisers.

**7. SKILLS DEVELOPMENT\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Staff will receive ongoing skills development in various areas of Radio Broadcasting and business development.

**8. STAKEHOLDERS**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Our main Stakeholder is the advertisers and Listeners in the coverage area.

**9. MARKETING INFORMATION**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Defining the industry**

The focus of the Station is to contribute to economic and social development of Hankey community through community broadcasting.

**The Broadcasting Market**

Hankey is a rural Town establishment that is largely dependent on agriculture and tourism. The Town comprise of Schools, Crèches, Shopping Center, Formal and Informal Offices, Hospitality facilities and Bus/Taxi Rank.

## The Town is dominated by Afrikaans and Isixhosa speaking residents. The Residents are largely dependent on agriculture.

## **Hankey**

## **Main Place 268003 from Census 2011**

Area

21.02 km²

Population

11,761 (559.60 per km²)

Households

3,127 (148.78 per km²)

[+−](https://census2011.adrianfrith.com/place/268003)

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**Gender**

|  | **People** | **Percentage** |
| --- | --- | --- |
| Female | 6,243 | 53.08% |
| Male | 5,518 | 46.92% |

**Population group**

|  | **People** | **Percentage** |
| --- | --- | --- |
| Coloured | 6,053 | 51.47% |
| Black African | 5,346 | 45.46% |
| White | 274 | 2.33% |
| Other | 73 | 0.62% |
| Indian or Asian | 15 | 0.13% |

**First language**

|  | **People** | **Percentage** |
| --- | --- | --- |
| Afrikaans | 6,540 | 55.69% |
| isiXhosa | 4,630 | 39.42% |
| English | 239 | 2.04% |
| Sesotho | 105 | 0.89% |
| Other | 76 | 0.65% |
| Setswana | 56 | 0.48% |
| Sign language | 37 | 0.32% |
| isiZulu | 19 | 0.16% |
| Sepedi | 18 | 0.15% |
| isiNdebele | 17 | 0.14% |
| Tshivenda | 3 | 0.03% |
| SiSwati | 2 | 0.02% |
| Xitsonga | 2 | 0.02% |
| Not applicable | 17 |  |

**Sub Places**

| **Name** | **Population** | **Area (km²)** |
| --- | --- | --- |
| [Centerton](https://census2011.adrianfrith.com/place/268003004) | 2,850 | 0.67 |
| [Hankey SP](https://census2011.adrianfrith.com/place/268003002) | 729 | 18.35 |
| [Katank](https://census2011.adrianfrith.com/place/268003005) | 2,351 | 0.69 |
| [Milton](https://census2011.adrianfrith.com/place/268003001) | 48 | 0.20 |
| [Rosedale](https://census2011.adrianfrith.com/place/268003003) | 4,160 | 0.35 |
| [Weston](https://census2011.adrianfrith.com/place/268003006) |  |  |

The broadcasting services available in the coverage area, like Mhlobo Wenene FM (SABC, PBS), RSG (SABC PBS) do not cater for the proposed broadcasting service by SPHESIHLE FM.

**Competition**

There is no Station in the coverage area that offers a broadcasting service similar to the one intended by SPHESIHLE FM.

We believe that we can make a difference in the growth of Hankey through our broadcasting service.

**Marketing activities**

We will be able to do vigorous marketing by developing and implementing an integrated marketing strategy.

The Station shall also form strategic partners with different stakeholders in the coverage area, to create awareness of the broadcasting Service.

We shall establish partnership with local business, formal and informal traders.

The Station shall also conduct regular roadshows or outside broadcasts within the coverage area and shall utilize an interactive brand activations strategy.

**Advertising and Sales**

The Rate Card for advertising shall be affordable for small (Including Informal Traders and big business). Trade exchanges shall also be available.

**10. OPERATIONS AND PRODUCTIONS**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Our service process will be to render exceptional services to the Listeners, Advertisers and Sponsors. Our suppliers are always willing to supply us with all requirements in order to conduct our business. Our personnel staff will be fully trained and expected to manage their portfolios well.

**11. Programming Schedule**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Refer to appendix.

**12. Demand, Need and Support for the Station**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

There is a need and demand for SPHESIHLE FM due to the following reasons:

12.1. SPHESIHLE FM determined the need and demand for the Station through letters of support and signatures of support.

12.2. There is no station in the coverage area that offers the broadcasting services that SPHESIHLE FM intends to offer.

**12.2.1 Existing Sound Broadcasting Services**

In Hankey, the following radio services are received, though not addressing the local community news and current affairs

**Umhlobo Wenene**

**Metro FM**

**Radio 2000**

**5 FM**

**RSG**

**SAFM**

**LOTUS FM**

The above-mentioned Stations are national stations with no local focus; in particular they do not contain local content from Hankey. The national stations do not address the community interests and tastes of Hankey, Sphesihle FM shall therefore fill this gap.

There is no Community sound broadcasting service in Hankey, and Sphesihle FM shall be the first community sound broadcasting service for Hankey.

12.3. SPHESIHLE FM programming will contribute to content diversity.

12.4. With SPHESIHLE FM will create a valuable relationship with our Listeners.

12.5. SPHESIHLE FM programming shall address the following issues:

Community Issues

Economic opportunities of Hankey

Positioning of Hankey Tourism market

Discussion around the economy drivers of the Town like Agriculture.

In this Registration, there are Signatures and Letters of stakeholders support which demonstrates demand and need of SPHESIHLE FM broadcasting service in line with Section 50 of the ECA, read with Section 2 of the same Act.

Through the signatures and letters of support, SPHESIHLE FM has ensured community participation in the Station programming focus. The programme format is informed by the survey conducted in the community through the signatures of support.

**Our market focus**

Primary Market: Hankey

**Broadcasting languages**

Isixhosa (60%) Afrikaans (20%) English (20%)

**Music / Talk Split**

Talk – 40%

Music – 60 %

News- Isixhosa (60%)/Afrikaans (20%)/English (20%) (- (30 Minutes) weekday- (20 Minutes)-Sat/Sun.

**Local Content**

SPHESIHLE FM will have 100 percent South African local music content of variety of genres music genres in line with the ICASA Music Regulations. This will further stimulate production and awareness of South African music.

**Social Responsibility**

SPHESIHLE FM will play part in supporting the local small businesses, community structures and Schools.

**Our vision**

social development of Hankey through radio broadcasting.

**Our values**

Customers focus, we will have a close open relationship with our listeners, sponsors and advertisers that generate trust and we work in partnership for the mutual benefit of our Station.

**Collaboration and Team work**

Will collaborate for the benefit of SPHESIHLE FM Listeners.

**Broadcasting Hours**

SIPHESIHLE FM broadcasting hours shall be 24 hours daily.

**Technology**

SIPHESIHLE FM shall utilize the latest broadcasting technology to enhance the listening experience for the benefit of the listeners, advertisers and sponsors.

Automated programming scheduling systems will also be utilized to ease the monitoring of compliance with ICASA License Conditions and related Regulations.

**Role of Radio**

There is a huge gap in the market for Radio to play a role in social cohesion and economic development of Hankey. Our Station therefore intends to play a key role in Hankey community to stimulate the growth of the Town.

**Listening Hours**

According to RAMS, it demonstrates that listening hours of listeners is on average of 4 hours which is significant for viability of the Radio Station.

**Community Participation**

The Hankey community shall contribute to the Station operations and governance structures.

**13.Financial Projections**

Please refer to Appendix.