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Ilitha Park, 7784



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www.zibonelefm.co.za



ZIBONELE FM

PRE-

REGISTRATION

APPLICATION

2020

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)

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1. PARTICULARS OF REGISTRANT	
1.1 Full name of registrant:	ZIBONELEFM
1.2 Designated contact person:	Mawande Jara
1.3 Registrant's street address:	17 NGWALAZI DRIVE ILUTHA PARK Khayelitsha 7784
1.4 Registrant's principal place of business (if different from street address):	Same as Above.
1.5 Registrant's postal address:	Same as Above
1.6 Registrant's telephone number/s:	021 361 7109 / 084 626 7916
1.7 Registrant's telefax number/s:	N/A
1.8 Registrant's mobile number/s:	084 626 7916
1.9 E-mail address of designated contact person:	mawande.jara@zibonelefm.co.za
2. LEGAL FORM OF REGISTRANT	
2.1 If the registrant is a juristic person:	
2.1.1 Indicate the legal form of the registrant (e.g. Non-Profit entity incorporated in terms of the Companies Act, 1973):	

2.1.2 Registration number of the registrant:	2004/011587/08
2.1.3 Attach certified copies of the registrant's certificate of registration and memorandum and articles of association together with constitutive documents of the registrant (e.g. memorandum of incorporation, association agreement, constitution) marked clearly as Appendix 2.1.3 of FORM B , indicating the Applicant's compliance with the requirements of section 5(8) (b) of the Act.	Constitution attached.
2.2 If the registrant is not a juristic person but intends to operate as one if the licence that is the subject of this registration is granted:	
2.2.1 Provide a written undertaking that the registrant will comply with section 5(8) (b) of the Act marked clearly as Appendix 2.2.1 of FORM B .	
2.2.2 Indicate when and how the registrant will comply with section 5(8) (b) of the Act.	
Company registration documents attached as 2.2.1 of Form B.	

3. NON-PROFIT STATUS OF REGISTRANT

Provide details of the registrant's non-profit status. The following documents must be submitted with the registration: the certificate of registration accompanied by either an approved memorandum of incorporation, a constitution etc. from the relevant department/s. The founding documents must have provision for the following, 51% quorum for the annual general meeting, provision for membership and an appeals mechanism in case of rejection upon application and clear separation of powers between management and board of directors. Should the registrant fail to submit these documents, the registration will not be considered.

Registration documents attached as 2.2.1 of Form B. The Constitution serves as a guiding document and attached as Appendix 2.1.3 of Form B.

4. COMMUNITY	
4.1 Indicate whether the community to be served by the proposed broadcasting service is:	
4.1.1 geographically founded community; or	Yes
4.1.2 group of persons or sector of the public with a specific, ascertainable common interest.	
4.2 Where the community to be served by the registrant is a geographically founded community, provide details of the community to be served, including: <ul style="list-style-type: none"> (i) whether the community is urban, peri-urban or rural (ii) the number of people in the community (iii) gender, language, income and demographic statistics in relation to the community. (Attach as Appendix 4.2) 	
The demographics are attached as Appendix 4.2.	
4.3 Where the community to be served by the registrant is a community of common interest, provide details of the community to be served, including: <ul style="list-style-type: none"> (i) the nature of the common interest; (ii) the size of the community in the geographic area in which the service is proposed to be provided; and (iii) gender, language, income and demographic statistics in relation to the community. (Attach as Appendix 4.3) 	
N/A	

--

5. NATURE OF SERVICES TO BE LICENSED

5.1 Provide a description of the service to be provided: **Attach as Appendix 5.1**

The description of service is attached as Appendix 5.1.

5.2 Indicate the geographic area in which the service is to be provided:

The Cape Metropolitan Area, including but not limited to: Du Nooi, Langa, Gugulethu, Philippi, Khayelitsha, Nomzamo, Kayamandi, Mfuleni, Kellandene, Hartbees, Masiphumelele, Gordon's Bay, Cape Town CBD.

5.3 Provide details of the languages in which the broadcasting service is to be provided. Where it is proposed that the service will be provided in more than one language, provide a breakdown of the number of hours of programming which will be broadcast in each language.

80% ISIXHOSA, 10% AFRIKAANS, 10% ENGLISH
23 hrs ISIXHOSA
1hr split between ENGLISH and AFRIKAANS

5.4 Provide the registrant's proposed programming schedule. Further provide the proposed programming format and content to be provided, and also indicate when your peak time will be, the extent to which output would be locally originated and extent to which it will be externally sourced. Further indicate the proposed minutes of news to be broadcast on a daily basis and provide a percentage split in terms of local, national and international news content. Indicate the duration and scheduling of current affairs programme/s and provide the percentage split in terms of local, national and international content and indicate source as well. The Authority's South African music regulations on local content require class community sound

broadcast licenses to broadcast the prescribed percentage of local music. Indicate your proposed percentage of local music to be broadcast. **Attach as Appendix 5.4 of FORM B.**

6. SERVING THE COMMUNITY'S INTERESTS

6.1 Provide proof of how the registrant proposes to serve the community's interests:

The details are provided in the Constitution marked as Appendix 2.1.3 of Form B and in Zibonele FM profile marked as Appendix 9.4.

6.2 Provide proof of how the registrant proposes to encourage members of the community it serves, or persons associated with the promotion of the community's interests, to participate in the selection and production of programming to be provided by the registrant:

Members of the Community are invited every year to take part in Imbizos to discuss programmes and make a contribution to the structure and content of the programmes, including the listeners and our stakeholder organisations. See Appendix 14. for proof of Community participation.

7. SUPPORT

Provide proof of support by members of the registrant's community or of persons associated with the registrant's community or of persons who promote the interests of the registrant's community. Kindly submit letters of support from NGO, business and so forth and signatures of support from members of the community/prospective listeners etc. **Attach as Appendix 7**

8. FINANCES

8.1 Submit commitment of funding, which includes the amount from financial institutions or any other entity for start-up costs and provide details of the manner in which the proposed service is to be funded (e.g. sponsorship, donations etc.) **Attach as Appendix 8.1**

Audited Financial statement is attached
as Appendix 8.1

8.2 Provide details of the registrant's anticipated:

- i. capital expenditure necessary for the commencement of the provision of services; and
- ii. operating expenditure during the registrant's first year of operation.

Attach as Appendix 8.2

Budget .

8.3 Provide details of the registrant's business plan: **Attach as Appendix 8.3**

9. CONTROL AND MANAGEMENT

9.1 Provide details (including name, nationality, identification or passport number, position and address) of each member of the registrant. Confirm if the individuals below reside within the proposed coverage area **Attach as Appendix 9.1**

- i. board of directors or similar body
- ii. senior management
- iii. Attach the proposed organogram

9.2 Provide details of all ownership interests in the registrant: **Attach as Appendix 9.2**

9.2.1 Provide details of any persons in a position of control of the registrant who is a foreign citizen, or an entity registered or incorporated in any country other than South Africa:

Not Applicable, All members ARE South African Citizens.

9.3 Indicate whether there is anyone in the position of control of the registrant who is in the position of control in another licensee issued in terms of the Act.

NONE

9.4 Provide details of how the registrant complies with the 30% requirement of ownership interest held by historically disadvantaged persons or groups. **Attach as Appendix 9.4**

ZiboneleFM is owned by the Community. The ZiboneleFM constitution is attached as Appendix 2.1.3 of Form B

10. RADIO FREQUENCY SPECTRUM
10.1 Indicate if the registrant has submitted or intends to submit an application for a radio frequency spectrum licence for the provision of the services to which this registration relates. The registrant must indicate, from the frequencies provided by the Authority, which frequency band it seeks to utilise to provide the service.
Refer to Appendix 13 of Form B.

11. GENERAL	
11.1 Indicate whether the registrant is a member of the Advertising Standards Authority or intends to become a member:	No
11.2 Indicate whether the registrant is a member of a body contemplated in section 54(3) of the Act or intends to become a member:	Station is affiliated to the NCRF.
11.3 Where the registrant proposes to provide a subscription community broadcasting service, indicate the percentage of its annual revenue which is proposed to be drawn from:	N/A
11.3.1 Advertising	
11.3.2 Sponsorships	
11.3.3 Subscriptions	
11.3.4 Donations	
11.3.5 Grants	
11.3.6 membership fees	
11.4 Indicate whether the registrant is a party, movement, organisation, body or alliance which is of a party-	None

political nature.	NO
11.5 Indicate whether the registrant has ever been convicted of an offence in terms of the Act or the related legislation, as defined in the Act. If so, provide details of such conviction.	NO
11.6 Provide details of other matters or undertakings which, in the registrant's view, the Authority should be consider:	
THE Station has been broadcasting for 25 years and has been helpful in the Community with development programmes and initiatives.	
11.7 Attach a resolution authorising the person (s) not more than two signing this registration and liaising with the Authority during the registration process. The resolution must be marked clearly as Appendix 11.9 of FORM B.	
Refer to Appendix 11.9 of Form B.	

The person signing the registration on behalf of the registrant must acknowledge as follows:

I acknowledge that the Authority reserves the right to have any licence issued pursuant to this registration set aside should any material statement made herein, at any time, be found to be false.

Signed
(REGISTRANT)

I certify that this declaration was signed and sworn to before me at
on the 20 day of January 2020, by the deponent who acknowledged that he/she:

4. knows and understands the contents hereof;
5. has no objection to taking the prescribed oath or affirmation; and
6. considers this oath or affirmation to be truthful and binding on his/her conscience.

SOUTH AFRICAN POLICE SERVICE STATION COMMANDER	
2020-01-20	
LINGELTHER W. S. S.	
AMAPOLISA	

COMMISSIONER OF OATHS	
Name:	
Address:	
(...end of substitution)"	

I, the undersigned, do hereby certify that the above named person has been seen by me and that he/she has acknowledged that he/she knows and understands the contents hereof, and that he/she has no objection to taking the prescribed oath or affirmation, and that he/she considers this oath or affirmation to be truthful and binding on his/her conscience.	
Signature: Mb	
Handwritten Signature: Mb	
7209975-5	RANK: CSD
Mb	

ANNEXURE C
SPARE COMMUNITY BROADCASTING FM FREQUENCIES

PROVINCE	TRANSMITTER NAME	FREQUENCY	MAXIMUM ERP/KW	POLARIZATION
		MHz		
NC	DEBEERSRUS	95.7	10	V
NC	DELPORTSHOOP	98	5	V
NC	DOUGLAS	89.8	10	V
MP	DULLSTROOM	90.1	0.5	V
MP	DULLSTROOM	97.3	0.5	V
EC	ELLIOT	94.6	0.5	V
NC	FAANS GROVE	93	5	H
FS	FICKSBURG TOWN	101.4	5	V
NC	GAMOEP	89.2	1	V
NW	GANYESA	103	2	H
WC	GEORGE	103.2	1	V
MP	GREYLINGSTAD	100.6	0.25	V
NW	GROOT MARICO	92.3	1	V
NW	GROOT MARICO	98.8	1	V
NW	GROOT MARICO	104	0.25	V
EC	HANKEY	87.9	0.01	V
EC	HANKEY	98.5	0.2	V
GP	HEIDELBERG	97.8	0.25	V
GP	HEIDELBERG	103	0.05	V
GP	HEIDELBERG 1	89.8	0.025	V
WC	HEXRIETER	89.9	0.2	V
NW	ITSOENG	101.8	5	H
FS	JAGERSFONTEIN	107.5	0.5	V
L	KIESEL	106.4	10	V
EC	KING WILLIAMS TOWN 1	100.6	0.25	V

ANNEXURE B**"FORM P"****BROADCASTING SPECTRUM LICENCE APPLICATION****(Regulation 15)****INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA***Note:*

- (a) *Application must refer to the Electronic Communications Act, 2005 (Act No. 36 of 2005) ("the Act") and any regulations published under that Act with regard to the requirements to be fulfilled by the applicant. Applications are referred, in particular, to the Community Sound Broadcasting Regulations, 2006 (published under GN755 in Government Gazette 28919 of 6 June 2006) and the Community Sound Broadcasting Licence: Criteria to Measure Community Support Regulations, 1997 (published under GN R1388 in Government Gazette 18380 of 17 October 1997).*
- (b) *Information required in terms of this Form which does not fit into the space provided may be included in an appendix attached to the Form. Each appendix must be numbered with reference to the relevant part of the Form.*
- (c) *Where any information in this Form does not apply to the registrant, the registrant must indicate that the relevant information is not applicable.*

1. PARTICULARS OF APPLICANT	
1.1 Application/Radio Station Name:	
1.2 Designated contact person:	
1.3 Applicant's street address:	

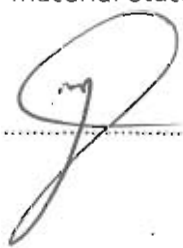
1.4 Applicant's principal place of business (if different from street address):	Same as Above
1.5 Applicant's postal address:	Same as Above
1.6 Applicant's telephone number/s:	021 361 7109 / 084 626 7916
1.7 Applicant's telefax number/s:	N/A
1.8 E-mail address of designated contact person:	mawande.jara@zibonelefm.co.za
1.9 Applicant's Service Licence No:	Class/RE/COM/R88/FEB14

SEE ATTACHMENT APPENDIX 13 of Form B.

2. TECHNICAL INFORMATION		
2.1 Transmitter Site		
2.2 Signal Distributor		
2.3 Frequency Applied For		MHz
2.4 Geographic Co-Ordinates		
2.5 Physical Address		
2.6 Site Height		m above sea level
2.7 Mid-Antenna Height		m above site
2.8 Maximum Effective Antenna Height		m above terrain
2.9 Designation of Emission		

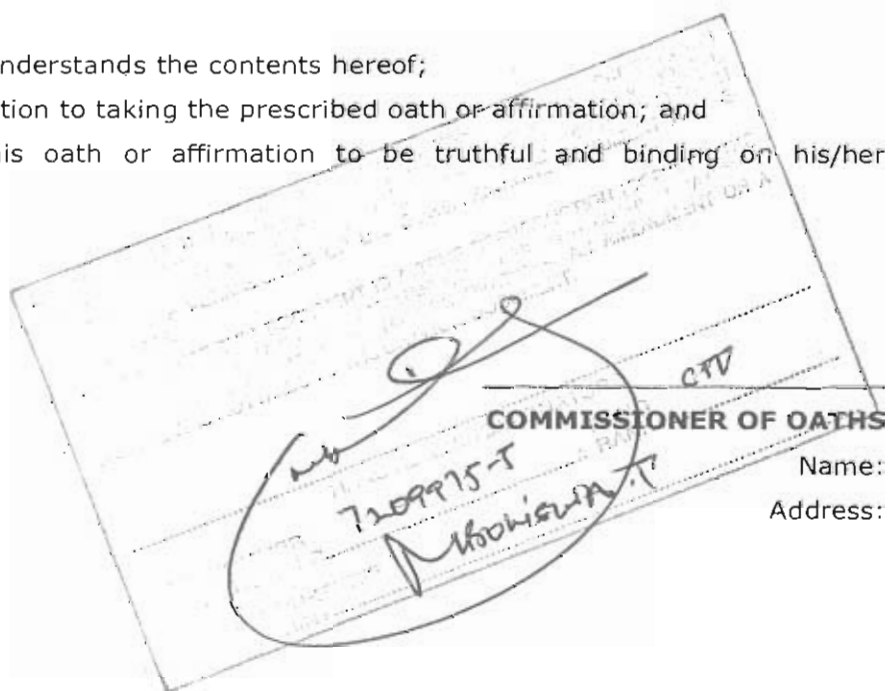
The person signing the registration on behalf of the registrant must acknowledge as follows:

I acknowledge that the Authority reserves the right to have any licence issued pursuant to this registration set aside should any material statement made herein, at any time, be found to be false.

Signed  (REGISTRANT)

I certify that this declaration was signed and sworn to before me at Inxethu West Sps on the 20 day of January 2020 by the deponent who acknowledged that he/she:

1. knows and understands the contents hereof;
2. has no objection to taking the prescribed oath or affirmation; and
3. considers this oath or affirmation to be truthful and binding on his/her conscience.



Name:
Address:

000012

ANNEXURE A**FORM B****REGISTRATION FOR A CLASS LICENCE TO PROVIDE A COMMUNITY
BROADCASTING SERVICE
(Regulation 7 (2))****INDEPENDENT COMMUNICATIONS AUTHORITY OF SOUTH AFRICA***Note:*

- (a) Registrants must refer to the *Electronic Communications Act, 2005* (Act No. 36 of 2005) ("the Act") and any regulations published under that Act with regard to the requirements to be fulfilled by registrants. Registrants are referred, in particular, to the *Community Sound Broadcasting Regulations, 2006* (published under GN755 in Government Gazette 28919 of 6 June 2006) and the *Community Sound Broadcasting Licence: Criteria to Measure Community Support Regulations, 1997* (published under GN R1388 in Government Gazette 18380 of 17 October 1997).
- (b) Information required in terms of this Form which does not fit into the space provided may be included in an appendix attached to the Form. Each appendix must be numbered with reference to the relevant part of the Form.
- (c) Where any information in this Form does not apply to the registrant, the registrant must indicate that the relevant information is not applicable.

Appendix 2.1.3

of

FORM B

THE CONSTITUTION

ZIBONELE FM

98.2



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1) PREAMBLE

Whereas Zibonele Community Radio Station was founded in 1993, to provide and advance the electronic communications in a form of radio frequency transmissions and to serve as a community sound broadcasting service to the community of Khayelitsha and the surrounding areas.

Whereas in the course of fulfilling its constitutional obligation, Zibonele Community Radio Station shall emerge as a leading community radio station in South Africa guided by unity, non - racialism, non - sexist broadcasting principles and policies.

Zibonele Community Radio Station value community members, strategic partners and interested stakeholders in the radio industry, it has come to be recognized as a community radio station of value with social, cultural and interfaith religious principles.

Therefore, the Annual General Meeting of 24 March 2012, duly constituted and assembled, cognizant of historic events of the Radio Station and a need to build a strong community based Radio Station to enable it to fulfill its Aims and Objectives, hereby adopts this amended Constitution.

2) NAME

- a) The name of the Radio Station shall be **Zibonele Community Radio Station** trading as Zibonele FM, hereinafter referred to as **Zibonele FM**.

3) LOGO AND COOPERATE COLOURS

- a) The white *Zibonele FM* and black "*gs. 2 fm*"; "*Silapho Ukhoyo*" in the middle of the green circle, shall form the integral part of Zibonele FM's Logo.
- b) Blue, Gold, White and Black shall be our cooperate colours.
- c) The Logo and name of the radio station shall remain the Intellectual Property of Zibonele FM and no one shall use any of them in any form without prior authorization.

4) THE OFFICES

- a) The offices and broadcasting studios of Zibonele FM shall be determined by the Board of Directors (herein referred as a Board} from time to time in line with all the procedures dictated by the broadcasting authority license conditions and Radio Zibonele's Constitution.

5) AIMS AND OBJECTIVES

- a) Zibonele FM is a Community Radio Station and non-profit organization established for the following objectives:
 - i) The organization's main objectives are to:
 - (1) Educate, inform and entertain.
 - (2) Provide diverse music and programming.
 - (3) Provide regular news coverage.
 - (4) Drive fundraising events and concerts involving and rewarding our community.
 - (5) Generate locally produced programming and open access schedule slots providing public participation.
 - (6) Do frequent on air announcements and regular features providing a valuable service.
 - (7) Provide live coverage and broadcast to keep our audience informed.
 - (8) To produce community oriented development programmes.
 - (9) To train qualifying members of the community in use of radio broadcasting.
 - ii) The organization's secondary objective will be to:
 - (1) To liaise and inform partnerships with other radio stations
 - (2) To make radio accessible to the community.
 - (3) To promote cultural wealth of the community.
 - (4) To serve the various interest groups of the community.

6) AREA OF OPERATION

- a) Zibonele FM shall broadcast within the demarcated license area, which covers Khayelitsha and surrounding townships within Western Cape.
- b) Zibonele FM shall broadcast utilizing the Frequency Modulation (FM), through the assigned, **Ninety Eighty point Two (98.2 FM)**.
- c) Zibonele FM broadcasting demarcation area may be expanded at any time upon due application to the Broadcasting Authority been processes being followed and the process being completed and authorized.

7) LEGAL STATUS

- a) Zibonele FM shall be a Notfor Profit / Gain Organization registered under NPO, NGO or Section 21 of the Companies Act.
- b) It exists in its own right, separately from its members.
- c) Zibonele FM will continue to exist notwithstanding the changes in the composition of its Presenters, Membership and Board of Directors members.
- d) Be able to own property and other possessions.
- e) The assets of Zibonele FM shall remain the property of the Radio Station and can't be shared or otherwise distributed among the Board of Directors, Membership or the Presenters.
- f) Be able to sue and be sued in its own name.

8) THE NON-PROFIT DISTRIBUTING CHARACTER

- a) The income and property of Zibonele FM shall be used solely for the promotion of its stated objectives. The members and the office-bearers shall have no rights to the property or other assets of Zibonele FM solely by virtue of them being members or office-bearers. No portion of the income or property of Zibonele FM shall be paid or distributed directly or indirectly to any person (otherwise than in the ordinary course of undertaking any public benefit activity) or to any member of Zibonele FM or Board of Directors, except as:
 - i) reasonable compensation for services actually rendered to Radio Zibonele;
 - ii) Reimbursement of actual costs or expenses reasonably incurred on behalf of Zibonele FM.

- b) Upon the dissolution of Zibonele FM, after all debts and commitments have been paid, any remaining assets shall not be paid to or distributed amongst members, but shall be transferred by donation to some other non-profit organization which the Board (and failing which any division of the High Court) considers appropriate and which has objectives the same or similar to the objectives of Zibonele FM and should Zibonele FM become an approved public benefit organization:
- i) is a similar public benefit organization which has been approved in terms of section 30 of the Income Tax Act, or
 - ii) any institution, Board or body which is exempt from tax under the provisions of section 10(1)(cA), which has as its sole or principal object the carrying on of any public benefit activity, or
 - iii) any department of state or administration in the national or provincial or local sphere of government of the Republic contemplated in section 10(1)(a) or (b).
- c) Zibonele FM intends to apply to the Commissioner of the South African Revenue Service for exemption from appropriate taxes and duties. In compliance with the provisions of the Income Tax Act.

9) MEMBERSHIP

- a) A member of Zibonele FM, is an organization that is in good standing with Zibonele FM and that has paid the yearly subscription fee.
- b) Any organization can apply for membership, as long as the Board of Directors accepts their application.
- c) Should such application be refused by the Board, the applicant has the right to appeal to a general meeting of the members.
- d) In this case applicant can become a member through a resolution approved by at least two thirds of the members present and voting in that meeting.
- e) The joining fee and annual membership fee is determined by the General Meeting and reviewed every year.
- f) An organization cannot without the written consent of the Board be a member of Radio Zibonele.

- g) Members of the organization must attend its Annual General Meeting. At the Annual General Meeting members exercise their rights to determine the policy of Radio Zibonele.

10) STRUCTURE AND POWER OF THE ORGANIZATION

- a) The organization shall have the following structure:

Triennial General Meeting

Convene once in three years (Triennially)

Annual General Meeting

Convene once a year (Annually)

Board Meeting

Convene once a quarter (Quarterly)

Management Meeting

Convene once a month (monthly)

Staff Meeting (Bi-Monthly)

- b) The Triennial General Meeting has supreme powers.
- c) The Triennial General Meeting (herein referred to as TGM) and Ordinary General Meeting (OGM) delegate powers to the Board to run Zibonele FM on behalf of members of Zibonele FM between the TGM and the OGM. The Board may take on the power and authority that it believes it needs to be able to achieve the objectives that are stated in the constitution. Its activities must abide by the law.
- d) The Board has the power and authority to raise funds or to invite and receive contributions.
- e) The Board shall however have the power to buy; hire or exchange for any property that it needs to achieve its objectives.
- f) The Board has the right to make by-laws for proper management including the procedure for application; approval and termination of membership.

- g) The Board shall decide on the powers and functions of office bearers.

11) MANAGEMENT

- a) The Board shall appoint a Station Manager, who shall be responsible for the overall management of the station and its personnel.
- b) The Station Manager shall be responsible to the Board for meeting the stated objectives of the station.
- c) The Station Manager shall be an ex officio member of the Board.
- d) The Station Manager shall conduct regular staff and management meetings of which, minutes will be stored safely in case the Board might need them.

12) BOARD OF DIRECTORS

- a) This section of Board of Director must be read in conjunction with Zibonele FM Board Manual.
- b) Powers of Board
 - i) The Board may delegate any of its powers to any of its members, or to a special purpose committee. The member, committee, employee or agent to whom such delegation is made shall conform to any regulations and procedures that may be stipulated by the Board from time to time.
 - ii) The Board employs and dismisses the Station Manager.
 - iii) Appoint an external accountant or/ and an auditor.
 - iv) The Board shall appoint committee and delegate such powers to them which will assist it in effectively discharging its duties and responsibilities. The Board recognizes that the ultimate accountability for the matters delegated remains with the Board.
 - v) Acquire movable and immovable property including investments of whatever nature and hold such property and invested funds and act as Agents on behalf of the RadioZibonele.

- c) Meetings of Board

- i) The Board shall convene at least once a term.
 - ii) The Board meetings shall be convened by the Chairperson in consultation with the Secretary of the Board and the Radio Station Manager / Manageress.
 - iii) A maximum of Seven (7) days' notice shall be given to the Board members or at least a minimum of three (3) days in case of an urgent meeting.
 - iv) The quorum of the Board meeting shall be formed by fifty plus one percent (51%) of total number of the Board members.
 - v) Should the Board of Directors meeting not form quorum after sixty (60) minutes of scheduled time, the meeting shall stand adjourned.
 - vi) The meeting shall be reconvened within at least seven days (7) after the date of the previously adjourned meeting and shall proceed even if it doesn't form a quorum.
 - vii) The Board members will be reimbursed for costs incurred in doing their duties. This reimbursement will be a fixed stipend, paid at each meeting attended. This stipend will be reviewed yearly and approved by the OGM or TGM.
 - viii) If a member of the Board does not attend three Board meetings in a row, without having applied for and obtaining leave of absence from the Board then the Board shall find a new member to take that person's place.
- d) Procedure at Board of Directors' Meetings
- i) The Board shall conduct its meetings and regulate its proceedings as it finds convenient, provided that:
 - (1) The Chairperson, or in his or her absence, the Vice-Chairperson, shall chair all meetings of the Board which he or she attends. In the absence of the Chairperson and the Vice-Chairperson, the remaining members of the Board shall elect a chairperson from those attending.
 - (2) At meetings of the Board each member shall have one (1) vote.
 - (3) Questions arising shall be decided by a majority of votes. Should there be an equality of votes the Chairperson shall have a casting or second vote.
 - (4) Proper minutes shall be kept of the proceedings of the Board, and a record of the persons present at each meeting. The minutes shall be

signed by the member who chairs the meeting and the secretary; and shall be available at all times for inspection or copying by any member of the Board.

(5) A resolution signed by all members of the Board shall be as valid as if passed at a duly convened meeting of the Board.

e) Board Qualification

- i) The Board shall be nominated by members.
- ii) The selection and appointment process **will be** outsourced to an independent institution.
- iii) The mandate of this institution will be:
 - (1) To select qualified individuals who are free from conflict of interests and committed to serving and overseeing Radio Zibonele;
 - (2) To achieve diversity of Board members appropriately reflective of the community and constituencies served by Radio Zibonele; and
 - (3) To achieve continuity through a smooth succession of Board members that balances new ideas and energy with experience.
- iv) This process will involve credit checks and skills audit.
- v) Office bearers shall serve for three years (3) but they can stand for re-election for another term in office after that depending on what kind of service they give to the organization. They can stand for re-election into the office again and again. This is as long as their services are needed and they are ready to give their services.
- vi) The following people will not be allowed to serve on the Board:
 - (1) A minor
 - (2) Any person who has been convicted of an offence involving dishonesty, theft or fraud
 - (3) A person of unsound mind

f) Composition

- i) The Board shall comprise of six (6) members. The membership of the Board shall comprise:
 - (1) the Chairperson;
 - (2) the Vice-Chairperson;
 - (3) the Treasurer
 - (4) the Secretary;
 - (5) and two (2) additional members.
- ii) The Station Manager shall be an ex officio member of the Board, with full voting powers.
- iii) When a vacancy occurs on the Board during the term the Board shall appoint a new person to serve out the remainder of their uncompleted term.

g) Roles and Responsibilities of the Board

The Board endorses and is committed to the principles of good corporate governance.

The Board therefore affirms its commitment to the principles of openness, integrity and accountability.

i) Organisational Performance

- (1) The Board is accountable for the performance and the affairs of the organization.
- (2) In directing the organisation, the Board shall exercise leadership, integrity and judgement based on fairness, accountability, responsibility and transparency.
- (3) The Board provides strategic direction and ensures the development of business strategies, policies and procedures. The Board is accountable for monitoring management in the successful implementation of the approved strategic plans, policies and procedures to ensure the integrity of risk management and internal controls.
- (4) The Board shall ensure that adequate budgeting and planning process exists and that performance against budgets and plans.

ii) Management's Performance

- (1) The Board has an oversight role on the operational performance of management.
- (2) Boards must actively participate in an overall planning process and assist in implementing and monitoring the plan's goals.
- (3) The board should determine which programs are consistent with Radio Zibonele's mission and monitor their effectiveness.

iii) Appointment of Station Manager

- (1) The Board is responsible for the selection and appointment of the Station Manager. The Board oversees the Station Manager, his or her operational effectiveness and competency.
- (2) The board should ensure that the station manager has the moral and professional support he or she needs to further the goals of Radio Zibonele.

iv) Compliance

- (1) The Board shall ensure that Zibonele FM complies with regulatory requirements, code of good business practice and conduct.
- (2) The board is ultimately responsible for adherence to legal standards and ethical norms

v) Financial Statements and Reporting

- (1) The Board shall ensure integrity of financial statements and reporting.
- (2) The Board shall further take steps to ensure that the financial statements and other disclosures accurately present the Radio Zibonele's financial status and position.
- (3) One of the board's foremost responsibilities is to secure adequate resources for Zibonele FM to fulfil its mission.
- (4) Protect assets and provide proper financial oversight

vi) Enhance the organization's public standing

- (1) The board should clearly articulate the organization's mission, accomplishments, and goals to the public and garner support from the community.

h) Duties of the Office Bearers

i) Chairperson of the Board

- (1) The Chairperson of the Board and his/ her Deputy is responsible for the effective functioning of the Board and its Committee. The Chairperson will preside over meetings of the Board and ensure the smooth functioning of the Board. The core function of the Chairperson includes:
 - (a) Providing overall leadership to Radio Zibonele.
 - (b) Presiding in all Board and General Meetings and ensuring that relevant matters are placed on the agenda and prioritized properly.
 - (c) Remain the custodian of the decisions taken by the Board of Directors, Ordinary General Meeting and Triennial General Meeting; and work in partnership with the station manager to make sure board resolutions are carried out.
 - (d) Call special meetings if necessary.
 - (e) Maintaining relationships with the organizations stakeholders.
 - (f) Formulating an annual work plan for the Board in consultation with the Secretary.
 - (g) Being a formal link of communication between the stakeholders and Radio Zibonele.
 - (h) Providing the necessary support to the station manager to ensure effective and efficient management of Radio Zibonele.
 - (i) Periodically consult with board members on their roles and help them assess their performance.

ii) Deputy Chairperson

- (1) The Deputy Chairperson shall assist the Chairperson, deputies for him or her when necessary and carry out the functions entrusted to him or

- her by the Annual General Meeting and the Board of Directors. Assume all the above responsibilities of the Chairperson in his/ her absence.
- (2) Carry out special assignments as requested by the board chair.

iii) Secretary

- (1) The primary role of the Secretary is to ensure that the board functions effectively. Administratively the Secretary reports to the Station Manager and is functionally accountable to the Board and the Chairperson. The duties and responsibilities include:
- (a) Maintaining statutory records and submitting relevant statutory forms and documents in respect of legislation governing Radio Zibonele.
 - (b) Coordinating, managing, and directing all meetings (Board, General Meetings) and ensuring timeous proper notices and agendas are issued for meetings, preparation and distribution of meeting packs, recording attendance of meetings, recording minutes of proceedings, circulation of minutes and logistical arrangements.
 - (c) Prepare Annual reports on the work of the Board of Directors and such other documents which may, from time to time, be required by the Board.
 - (d) Guide the Board as to other duties and responsibilities and make them aware of all legislation and regulations relevant.
 - (e) Ensure unhindered access to appropriate information by all Board members so that they can effectively play their oversight role.
 - (f) Provide comprehensive practical and logistical support to the Chairperson of the Board.
 - (g) Implementing and ensuring maintenance of good corporate governance practice.
 - (h) Ensuring compliance with relevant statutory provisions.

iv) Treasurer

- (1) The Treasurer is the Chief Custodian of the Funds and Property of Zibonele FM He or she will:-

- (a) Work with the station manager and the financial officer to ensure that appropriate financial reports are made available to the board on a timely basis.
- (b) Assist the station manager or the financial officer in preparing the annual budget and presenting the budget to the board for approval.
- (c) Submit to the Annual General Meeting an Annual Audited report showing the Income and Expenditure Accounts and the Balance Sheet of Zibonele FM for the period since the previous Annual General Meeting and shall submit periodic reports to the Board of Directors.
- (d) Be responsible, with the Fund Raising Committee, for working out and executing plans for fund raising.

i) Board of Director, vacating office

i) The office of a Board shall be vacated if a member:

- (1) resigns; or
- (2) becomes unfit and/or incapable of acting as such; or
- (3) would be disqualified, in terms of the Companies Act or equivalent legislation in force from time to time, from acting as a Board of Director; or
- (4) is removed by the Board of Directors, by resolution adopted by at least three-quarters (3/4) of its members in office from time to time, being not less than the required minimum of 5. The Board shall not be obliged to furnish reasons for its decision/s regarding removal except to the member removed and to the members of the Annual General Meeting.

ii) Should a position on the Board fall vacant, the Board, by resolution adopted at least two-thirds (2/3) of its members, may (and if the vacancy reduces the number of members to less than five [5], shall) co-opt a member/s to fill the vacancy/ies. The office of any person so co-opted as member of the Board shall lapse unless confirmed by resolution of

members **at** the next General Meeting.

13) **MEETING**

a) General Meetings

i) Triennial General Meeting

- (1) A Triennial General Meeting of Zibonele FM shall be held once in three years.
- (2) Triennial General Meetings shall be convened by the Chairperson on not less than twenty-one (21) days prior written notice to all members entitled to attend the meeting. This notice shall state the date, time and place of the meeting and in broad terms the business to be transacted at the meeting.
- (3) The business of Triennial General Meeting shall include:
 - (a) the presentation and adoption of the Annual Report of the Chairperson;
 - (b) the consideration of the Annual Financial Statements;
 - (c) adoption of members to serve on the Board for the forthcoming term;
 - (d) the adoption of Accountants or/ and Auditors;
 - (e) other matters as may be considered appropriate.

ii) Ordinary General Meetings

- (1) Ordinary General Meetings of Zibonele FM shall be convened at least once a year or at any time by the Chairperson or at the written request of:
 - (a) the Board;
 - (b) one quarter (1/4) or 25% of the members of Radio Zibonele.
- (2) Any General Meeting other than the Triennial General Meeting shall be convened on not less than fourteen (14) days written notice to all members. The notice shall state the date, time and place of the meeting

and in broad terms the business to be transacted at the meeting:
provided that: should the Chairperson, having been requested to give such notice, fail to give it within seven (7) days of the request, the persons requesting the meeting shall be entitled themselves to give notice of and to convene the meeting.

b) Quorum

- i) A quorum constituting a General Meeting of Zibonele FM shall be 51%.
- ii) Should any General Meeting have been properly convened but no quorum be present, the meeting shall stand adjourned to another date, which shall be within seven (7) days thereafter. The notice reflecting such adjournment shall be given to the persons and in the manner provided for in this Constitution. At such reconvened General Meeting, the members then present or represented shall be deemed to constitute a quorum.

c) Resolutions and Voting

- i) At all General Meetings, a resolution put to the vote shall be decided by means of a show of hands or by ballot. A vote by ballot shall be held only if demanded by the Chairperson or not less than one third (1/3) of the persons voting in person or by proxy. The result of the vote shall be the resolution of the meeting.
- ii) Each member present or represented at such meeting shall be entitled to one (1) vote.
- iii) Questions arising shall be decided by a majority of votes. Should there be an equality of votes the Chairperson shall have a casting or second vote.

d) Minutes

- i) Proper minutes shall be kept of the proceedings of all General Meetings, and a record of the persons present at each meeting. The minutes shall be signed by the chairperson of the meeting, and shall be available for inspection or copying by any member on two (2) days notice to the Secretary.

e) Powers

- i) In General Meeting, Zibonele FM may review, approve or amend any decision taken by the Board but no such resolution of Zibonele FM shall invalidate any prior action taken by the Board in accordance with the provisions of this Constitution.
- ii) Subject to the provisions of Clause 13).e).i). above, a duly convened General Meeting of Radio Zibonele, at which a quorum is present, is competent to carry out all the objectives and to exercise all the powers of Zibonele FM asset out in this Constitution.

f) Notices

- i) Notice of all meetings provided for in this Constitution, shall be delivered personally, or sent by prepaid post, to the last address notified by each person / member concerned to Radio Zibonele, or in any other manner as the Board may decide from time to time.
- ii) The accidental omission to address notice/s to any person shall not invalidate the proceedings of any meeting.
- iii) If posted, notices shall be deemed to have been received seven (7) days after posting.

14) FINANCE

- a) The Funds of Zibonele FM will be made up of all monies received by means of Radio Zibonele's Membership Subscription, Donations, Fund raising functions, proceeds from Air Time Buy and by any other means within the framework of this Constitution.

b) Purpose of the Funds

- i) The Funds of Zibonele FM must be applied solely in furtherance of Radio Zibonele's Aims and Objectives subject to the decisions of Triennial General Meeting, Ordinary General Meeting or the Board of Directors.

c) Bank Account

- i) The Board shall open a bank account in the name of Zibonele FM with a registered Bank or Building Society. The Management shall ensure that all monies received by Zibonele FM are deposited in the abovementioned bank account within twenty four (24) hours or as soon as possible after receipt.
- ii) No person may open a Banking Account in the name of Zibonele FM or any other similar name without:-
 - (1) The explicit written authority of a Resolution of a General Meeting or
 - (2) the Board of Directors on an Official Zibonele FM Letterhead signed by three (3) Board of Directors signatories.

d) Signatures

- i) All cheques, promissory notes and other documents requiring signature on behalf of Zibonele FM shall be signed by the Station Manager and the Chairperson.

e) Petty Cash

- i) Zibonele FM shall operate a petty cash which shall be under the control of the Station Manager/ Manageress.
- ii) The petty cash shall be drawn once a month and accounted for every month.
- iii) The amount of the petty cash shall be determined by the Board according to needs.
- iv) Proper recording and slips shall be kept save for proper accountability and reconciliation.

Financial Year End

- i) Zibonele FM's financial year end shall be end of February.

g) Annual Narrative Report and Financial Statements

- i) The Board shall ensure that Zibonele FM keeps proper records and books of account which fairly reflect the affairs of Radio Zibonele.
- ii) The Board shall ensure that Zibonele FM prepares an annual narrative report describing Radio Zibonele's activities and an Annual Financial Statement for each financial year. The Annual Financial Statements shall conform with generally accepted accounting principles and shall include a statement of income and expenditure and a balance sheet of assets and liabilities.
- iii) Within two (2) months after drawing up the Annual Financial Statements, the Board shall ensure that:
 - (1) the books of account and financial statements are audited and certified in the customary manner by an independent practicing chartered accountant / auditor.
 - (2) The organization's accounting records and reports must be ready and handed to the authorities, as determined by the Company Act No 71 of 2008 and/ or Nonprofit Organizations Act No 71 of 1997.

h) Investment

- i) If the organization has funds that can be invested the funds may only be listed on a licensed stock exchange as set out in the Stock Exchange Control Act. The organization can go to different banks to seek advice on the best way to look after the funds.

15) CONTRACTUALITY LIABILITY

- a) Only the Board shall have the authority to bind Zibonele FM or create any legal relationship.
- b) The Radio Station Manager / Manageress shall have delegated powers from the Board to enter into contracts and legal relationships. Those delegated

powers shall be automatic unless indicated otherwise in writing on Radio

Zibonele original letterhead.

- c) Any person purporting to bind Zibonele FM must produce a written authorization on original letterhead of Zibonele FM from one of the Board which must indicate the extent of that person's authority.

16) **CONSTITUTIONAL AMENDMENTS**

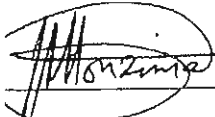
- a) Any Constitutional Amendments to this Constitution shall be by a two-third (2/3) majority of the attendees present who are members and voting at the Triennial General Meeting.
- b) Notice/ Motion of intent to propose any amendments to the Constitution should be forwarded to the Office of the Board of Directors Secretary at least two (2) months before the Triennial General Meeting.
- c) The Board of Directors shall give at least one (1) months' notice for any proposed Constitutional amendments.
- d) No amendments may be made which would have the effect of making Zibonele FM cease to exist.

17) **DISSOLUTION**

- a) Zibonele FM may be dissolved by means of a resolution at the Triennial General Meeting which has to be carried by seventy five (75%) of attendees in good standing and paid up.
- b) All the assets of the Radio Station after dissolution, shall be donated to another community who are in the Community Radio Station Sector or any other Non-Profit Organization which **its** aims and objectives is to advance Community Broadcasting Services, as stated in clause 5.

18) THE END

This constitution was approved and accepted by members of Radio Zibonele, at a Triennial General Meeting held on 24 March 2012.


Chairperson

12/10/2012

Appendix 2.2.1

of

FORM B

**Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 9, 2019 at 14:39**



Companies and Intellectual
Property Commission
a member of the dti group

Amended Registration Certificate: Companies

COR 14.3

Registration Number: 2004 / 011587 / 08
Enterprise Name: ZIBONELE FM

Effective date: 09/07/2019
Print date: 09/07/2019
Customer code: VSBATS
Tracking number: 9192844156

RE : ZIBONELE FM NPC

The above company has filed an amendment of its Memorandum of Incorporation in terms of section 16 of the Companies Act, 2008, changing the company name from **RADIO ZIBONELE** to **ZIBONELE FM**.

In accordance with the Notice of Amendment of the Memorandum of Incorporation, the change of the company name takes effect on 09/07/2019.

In conjunction with this certificate, the Commission has not issued another notice contemplated in section 12 (3).

Commissioner: CIPC



Page 1 of 3

Physical Address
the dti Campus - Block F
77 Meintjies Street
Sunnyside 0001

Postal Address: Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International): +27 12 394 9573



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Companies and Intellectual
Property Commission

a member of the dti group

Amended Registration Certificate: Companies

COR 14.3

Registration Number: 2004 / 011587 / 08
Enterprise Name: ZIBONELE FM

ENTERPRISE INFORMATION

Registration Number: 2004 / 011587 / 08
Enterprise Name: ZIBONELE FM NPC
Registration Date: 03/05/2004
Business Start Date: 03/05/2004
Enterprise Type: Non Profit Company
Enterprise Status: In Business
Financial Year End: February
TAX Number: 9182759150

Addresses

POSTAL ADDRESS

P O BOX 294
KHAYELITSHA

7784

ADDRESS OF REGISTERED OFFICE

KETRIEK BUILDING
ELITHA PARK
NGCWALAZI DRIVE
KHAYELITSHA

7783

ACTIVE MEMBERS / DIRECTORS

Surname and First Names	Type	ID Number / Date of Birth	Contrib. (R)	Interest (%)	Appoint. Date	Address
VELLEM, MTHETHELELI	Director	7605056182081	0.00	0.00	06/06/2015	Postal: 10 MSOBOMVU DRIVE, ILITHA PARK, KHAYELITSHA, WESTERN CAPE, 7784 Residential: 10 MSOBOMVU DRIVE, ILITHA PARK, KHAYELITSHA, WESTERN CAPE,
MABASO, CIKIZWA GLORIA	Director	8104010297085	0.00	0.00	06/06/2015	Postal: NY 130-35, GUGULETHU, GUGULETHU, WESTERN CAPE, 7750 Residential: NY 130-35, GUGULETHU, GUGULETHU, WESTERN CAPE, 7750
SILWANA, LOYISO ELVIS	Director	6905076021082	0.00	0.00	13/06/2019	Postal: D363A KAMA STREET, SITE C, KHAYELITSHA, WESTERN CAPE, 7784 Residential: D363A KAMA STREET, SITE C, KHAYELITSHA, WESTERN CAPE, 7784
MAGODLA, NOPHIWE HAZEL	Director	7508051303084	0.00	0.00	13/06/2019	Postal: 6770 SHOBASHOBANE STREET, SAMORA MACHEL, PHILLIPI, WESTERN CAPE, 7785 Residential: 6770 SHOBASHOBANE STREET, SAMORA MACHEL, PHILLIPI, WESTERN CAPE, 7785



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Certificate issued by the Commissioner of Companies & Intellectual
Property Commission on Tuesday, July 9, 2019 at 14:39



Companies and Intellectual
Property Commission

a member of the dti group

Amended Registration Certificate: Companies

COR 14.3

Registration Number: 2004 / 011587 / 08

Enterprise Name: ZIBONELE FM

HOLIDAY, XOLANI HAPPINESS

Director

7106156085084

0.00

0.00

13/06/2019

Postal: 58 612 LWAZI STREET,
GREENPOINT, KHAYELITSHA,
WESTERN CAPE, 7784

Residential: 58 612 LWAZI
STREET, GREENPOINT,
KHAYELITSHA, WESTERN CAPE,



Page 3 of 3

Physical Address
the dti Campus - Block F
77 Meinjies Street
Sunnyside 0001

Postal Address : Companies
P O Box 429
Pretoria
0001

Docex: 256
Web: www.cipc.co.za
Contact Centre: 086 100 2472 (CIPC)
Contact Centre (International) : +27 12 394 9573



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Appendix 4.2

Zibonele FM operates in Peri-Urban areas covering the Cape town metropolitan district with the population of 4.524 million inhabitants. The station broadcast in the Western Cape Official Languages i.e. Isi-Xhosa (80%), Afrikaans (10%) and 3. English (10%) . The average income of the community we serve is R3500 per month.

Demographics

According to Statistics South Africa demographics are as follows:

Black African : 15.8 %

Coloured : 44.6%

Indian/Asian : 3.4

Whites : 32.3

Gender

Male : 48.9%

Female : 51.1%

Languages spoken in the Western Cape

English : 67.7%

Afrikaans : 22.5%

IsiXhosa : 2.7%

Other : 7.1%

APPENDIX 5.1

DESCRIPTION OF SERVICE



20 January 2020

Appendix 5.1

Subject : Zibonele FM description of service

Zibonele FM was founded in 1993 to provide and advance the electronic communication in a form of radio frequency transmissions and to serve as a community sound broadcasting service to the community of Khayelitsha, surrounding areas and covering the greater Cape Metropolitan area. The purpose is for Zibonele FM to emerge as a leading community radio station in South Africa guided by unity, non-racialism, non-sexual broadcasting principles and policies.

The station must serve the community as an important communication tool accessible to all and assist in the dissemination of information, providing educational programmes and must have a developmental approach.

Zibonele FM value community members, strategic partners and interested stakeholders in the radio industry, it has come to be recognized as a community radio station of value with social, cultural and interfaith religious principles.

Sincerely Yours



M. Jara (Mr)

Zibonele FM Station Manager Email : Mawande.jara@zibonelefm.co.za

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BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Appendix 5.4 of Form B

Programming Schedule
Programming Format and
Programme description
News and Current Affairs



info@zibonelefm.co.za 021 361 7109 www

PROGRAMME	DAY	TIME	LISTNERSHIP Nov' 17	TARGET	ACTUAL LISTNERSHIP JUNE '18	ACTUAL LISTNERSHIP Nov'18	ACTUAL LISTNERSHIP Mar 19
Full Audience	Mon - Sun	05:00-05:00			238000	269000	231000
1. Itshayile	Mon-Fri	05:00-5:30	37,000	60000	28000	33000	30000
2. Umyalezo wosuku	Mon-Fri	05:30-6:00	53,000	45 000	34000	38000	36000
3. Ilitha Lakho	Mon-Fri	06:00-09:00	108,000	120,000	87000	93000	100000
4. Health & Esithebeni Nosapho	Mon- Thurs	09:00-12:00	92,000	120,000	85000	108000	89000
5. Hlal'ethembeni	Monday	12:00-15:00	32,000	60,000	31000	44000	33000
6. Developmental Issues	Tues & Thurs	12:00-15:00	55,000	70,000	51000	65000	60000
7. Celingoma	Wednesday	12:00-15:00	44,000	65,000	36000	40000	33000
8. Unyango Lwesintu	Friday	11:00-12:00	30,000	35,000	24000	28000	22000
9. Friday Dedications	Friday	12:00-15:00	37,000	65,000	34000	32000	30000
10. Isiphithiphithi	Mon - Friday	15:00-18:00	75,000	95 000	61000	94000	93000
11. Ezemidlalo	Mon-Thurs	19: 00-20:00	59,000		40000	42000	41000
12. Sport	Fri-Sat	18:00-19:00	39,000	80 000	25000	30000	27000
13. Sport Parliament	Saturday	6:00-800	37,000		30000	28000	25000
14. Masifundisane	Monday	20:00-24:00	28,000	50 000	30000	33000	30000
15. Ndikuthembis' uthando	Tuesday	20:00-24:00	44,000	70 000	40000	45000	39000

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14.	Ingcambu Zevangeli	Wednesday	20:00-24:00	32,000	60,000	39000	44000	37000
15.	Intlalo Yomtshato	Thursday	20:00-24:00	26,000	70,000	42000	48000	38000
16.	Ezidla Umzi	Mon – Fri	24:00-03:00	34,000	90,000	39000	47000	46000
17.	Itshayile	Mon-Fri	03:00-05:00	25,000	60,000	18000	21000	19000
18.	Sgubhu Sekasi	Friday & Saturday	00:00-03:00 21:00-00:00	20,000 50,000	80,000	19000 64000	22000 88000	22000 73000
19.	Umntwana Likamva	Saturday	08:00-09:00	35,000	60,000	33000	28000	24000
20.	Sguguth' uNxweme Ngengoma	Saturday	09:00- 12:00	43,000	90,000	52000	51000	43000
21.	Reggae	Saturday	12:00-13:00	23,000	40,000	24000	31000	28000
22.	Unako	Saturday	13:00-15:00	30,000	40,000	22000	34000	32000
23.	Isisele Solwazi	Saturday	15:00-18:00	28,000	43,000	18000	28000	28000
24.	Yonwaba Nathi	Saturday	19:00- 21:00	26,000	50,000	32000	41000	28000
25.	Ezincamis' umxhelo	Sunday	24:00-03:00	16,000	40,000	13000	10000	10000
26.	Masivuke	Sunday	03:00-05:00 5:00-5:30	15,000 12,000	30,000	10000 7000	10000 8000	5000 9000
27.	Masibuyele KuYehova	Sunday	05:30-08:00	43,000	40,000	20000	23000	24000
28.	Sunday Chill	Sunday	09:00-12:00	30,000	60,000	43000	56000	37000
29.	Ilkwayala Zethu	Sunday	12:00-14:00	22,000	50,000	25000	35000	28000
30.	Uhadi Lwakho	Sunday	14:00-16:00	21,000	50,000	18000	19000	14000
31.	Ebukhweni	Sunday	16:00-18:00	16,000	40,000	17000	19000	16000
32.	Ezabahlali	Sunday	18:00-19:00	15,000	40,000	12000	17000	17000
33.	Sponsored Programme	Sunday	19:00-20:30	26,000	40,000	30000	34000	27000
34.	Uhlangulo Lomphefumlo	Sunday	20:30-24:00	26,000	60,000	42000	57000	43000
35.	Ezincamis' umxhelo	Monday	24:00-03:00	11,000	30,000	9000	10000	15000
36.	Isingqi sasekhaya	Saturday	03: 00-05:00	5,000	30,000	9000	8000	5000
37.	Isingqi sasekhaya	Saturday	05:00-05:30	5,000	30,000		7000	5000
38.	Ayatshisa Amateki	Friday	21: 00-24:00	38,000	70,000	40000	57000	44000
38.	Inkqubo Ndaba Yezabahlali	Mon- Thurs	18:00-19:00	61,000	80,000	38000	40000	38000
39.	Ezakuth' Ingoma	Friday	19:00 -21:00	34,000	90,000	29000	32000	27000
40.	Thoba Isandla Sakho Yehova	Thursday	09:00-12:00	41,000	120,000	44000	58000	39000

Programme	Description
1. Umyalezo Wosuku	Morning Prayer to start the day (Christian, Muslim, African Religion)
2. Ilitha Lakho Breakfastshow	It's a magazine programme that provides the listeners with Information, Education, entertainment and make them happy while they prepare for work, school or whatever they need to do for the day. Fast passed and witty with daily topics.
3. Health & Esithebeni Nosapho	The first hour is about health issues education and necessary information that will be of benefit to the community. Esithebeni Nosapho is a talkshow dealing with women issues, which includes education, advice and information.
4. Hlal' Ethembeni	The programme is meant to comfort and motivate those who are sick and those who are experiencing difficulties in their lives in general.
5. Developmental Issues	The programme is a talkshow that provides information through interviews regarding developmental projects and plans in the communities we serve.
6. Cel'ingoma	This is a music programme where the listeners are encouraged to request a song of their choice and it will be played immediately.
7. Unyango Lwesintu	The programme provides African traditional healing methods and education. Interviews with Experts in the field and general discussions.
8. Friday Dedications	Listeners dedications through phone calls, whatsapp, sms and Facebook
9. Isiphithiphithi	It's the Afternoon Drive time magazine programme, with handy information and tips, traffic, weather and sport updates. Educational and entertaining with light topics and interviews.
10. Sport	Sports programme that provides updates, interviews and general information about the different sporting codes and the National Teams. Local and National sporting events and games.
11. Masifundisane	It's is an educational programme about general issues affecting the community ranging from Legal, Business, Educational and Labour matters.
12. Ndikuthembis' uthando	It's a talkshow that encourages people to love one another and share heart-warming love stories to curb violence against women and children as well.
13. Iingcambu Zevangeli	This is a religious programme where religious related matters are debated with Religious Leaders and Experts.
14. Intlalo Yomtshato	The programme encourages married couples to enjoy the beautiful institution of marriage, by living in harmony. Experts are invited to assist with marital challenges. (FAMSA) etc.
15. Ezidla Umzi	Topical and current issues affecting the community are discussed at length in collaboration with News and Current Affairs Department.
16. Itshayile	Daily morning wakeup call – encourages listeners to go to work/school or about their daily errands. Enjoyed much by our loyal listeners who form part of our Listeners Club.
17. Sgubhu Sekasi	Music programme for party animals, plays the latest music.
18. Siguguth' uNxweme	Traditional music programme. Mainly Maskandi music.
19. Reggae Music	Reggae music programme. Catering for the Rastafarian Community.
20. Unako	The programme deals with issues affecting people with Special Needs and youth issues. Divided in two parts of hour each.

21. Isisele Solwazi	The programme is an educational and informative traditional programme.
22. Yonwaba Nathi	A musical programme that mixes contemporary and old school afro pop and Kwaito.
23. Ezincamis' umxhelo	The programme plays smooth Rhythm and Blues music.
24. Masivuke	Programme encourages people to wake up and go to church.
25. Masibuyele kuYehova	The programme is meant to motivate people to get closer to God. Mainly music is played and interviews with local artists.
26. Umntwana Likamva	It's a children's programme that's educational and entertaining. The programme caters for children the ages of 3 – 12 years.
27. Sunday Chill	The music programme plays cool mellow music and R&B
28. Iikwayala Zethu	Choral music programme
29. Uhadi Lwakho	Jazz music programme
30. Ebukhoneni Bakhe	Worship music programme for a Sunday afternoon.
31. INkqubo Ndaba Yezabahlali	Current Affairs, News and Actuality Programme. Monday to Thursday week days.
32. Uhlangulo Lomphefumlo	Revival programme that preaches the word of GOD
33. Ezincamis' umxhelo	Rhythm and Blues and Afro Soul smooth music programme.
34. Isingqi saseKhaya	African Beat music programme.
35. Ayatshis' Amateki	Music programme that plays the golden oldies from the eighties and nineties.
36. INkqubo Ndaba Yezabahlali	Current Affairs, News and Actuality Programme. Monday to Thursday week days.
37. Ezakuthi Ingoma	Traditional music programme "Maskandi" genre
38. Sithobe Isandla Sakho Yehova	This is a women's religious programme. Preaching by different guests from different Denominations.

PROGRAMME CATEGORIES

1. Religion
2. Music
3. Talk
4. Magazines
5. Sport

Format: 70% Talk , 30% Music

Language: 80% isiXhosa, 10% English, 10% Afrikaans (English & Afrikaans News)



Ketric Building, No 19 Ngcwalazi Drive
Ilitha Park, 7784



021 361 7109



info@zibonelefm.co.za



www.zibonelefm.co.za



Zibonele Fm News and Music Policy

1.1 News

Zibonele FM broadcast twelve LIVE news bulletins per day mid-week. These bulletins are broadcast in 3 languages and there are 8 isiXhosa, 2 English and 2 Afrikaans. The maximum time for isiXhosa bulletin is 5minutes and 9minutes for English and Afrikaans. This amounts to 76minutes per day. During the weekend (Sat&Sun) the station broadcast a total of 8 headlines and 14 full bulletins.

As per Zibonele FM policy in each bulletin 80% of the news stories are local, 10% National and 10% International. From Sunday until Thursday between 18:00 and 19:00 there is a news and actuality show that tackles current affairs and the same format as news with regards to Local, National and International news is utilised on this program. Zibonele FM gather news by sending reporters to the field; through media statements; Online platforms and by receiving information from the community and do all the necessary checks and balances.

1.2 Music

Zibonele Fm is a talk radio station, accordingly it also provides airplay to different types of music and percentage allocation is as follows: 80% local music and 20% International (Continent and abroad). The Station is committed to fair airplay to all genres and artists without any biasness or discrimination.

000046

BOARD OF DIRECTORS

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GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHWE MAGDIA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)

Appendix 7

Proof of support

Letters

Signatures

13 January 2020

Attention: Independent Communications Authority of South Africa (ICASA)
350 Witch-Hazel Avenue
Eco Point Office Park
Centurion
Gauteng

Dear Sir/Madam,

Confirmation of support for ZiboneleFM's broadcasting license application

This letter serves to support the broadcasting license application for ZiboneleFM. KGA Life has worked very closely with ZiboneleFM over many years and can confirm that the radio station plays an important role in developing, informing and educating the community around the Cape Metropolitan Area.

We would request that ICASA give due consideration to ZiboneleFM's application for a broadcast license in order for the station to continue its service to the community. Community radio continues to represent an important form of media and as such ZiboneleFM should be given the opportunity to deliver on its mandate to serve the local communities within which it operates.

Yours sincerely,



Clinton Macdonald
Chief Executive Officer



56 Amelia Lane
Lanseria Corporate Estate
Pelindaba Rd, Gauteng

010 595 9683
themediacconnection.co.za

Independent Communications Authority of South Africa
350 Witchhazel Avenue
Eco-park Estate
Centurion
0144

15th January 2020

RE: ZIBONELE COMMUNITY RADIO BROADCAST LICENCE

Dear Sir/Madam

This letter serves to confirm that Abundant Media (Pty) Ltd t/a The Media Connection, has been assisting Zibonele Community Radio since 1999 in the capacity of a National Sales Agency, accessing advertising on their behalf from national advertisers in South Africa such as Ithuba, Nedbank, Boxer etc.

They have been one of the largest and most effective radio stations in our portfolio and have grown in listenership and revenue generation over the last 20 years generating an average of R350 000.00 per month in national advertising over the last 3 years.

It would be a very sad situation should they not be able to broadcast to the vital heart of their community of listeners in the Western Cape. The role they play in their community and in the greater radio sector of South Africa is immeasurable and vast.

We trust you will consider their application in a favourable way.

Yours sincerely

JUDY MILNE
Chief Executive Officer

15 January 2020

To ICASA board of adjudication,

ThinkTwice hereby would like to endorse ZiboneleFM's License Application.

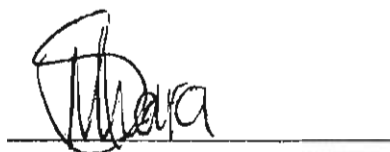
It has been a great pleasure to work alongside ZiboneleFM. Our professional engagement contributes to the development of ZiboneleFM's staff in various management skills.

As it goes by the motto of developing, informing and educating the community, renewing ZiboneleFM license will ensure our communities receive informative, educative and developmental support. Moreover, ZiboneleFM will continue the fight to eradicate joblessness by maintaining jobs.

ZiboneleFM has proven, over the years, to be the type of community radio that we need for our identity. Constant in its message, ZiboneleFM has established itself as an invaluable asset to the development of communities around the Cape Metropolitan Area.

As such, ThinkTwice, wholeheartedly, would like to request that ICASA provides ZiboneleFM the license it requires to continue with quality and professional service to the South African society, one community at the time.

Yours Sincerely



Marcia Sibara
Executive Director

PHONE: (+27) 21 689 8331 | CELL: (+27) 72 304 0620 | EMAIL: INFO@THINKTWICE.ORG.ZA
POSTAL/PHYSICAL ADDRESS: 14 PARK ROAD, RONDEBOSCH 7700 CAPE TOWN
031-678 NPO | WWW.THINKTWICE.ORG.ZA

Directors: Pule keswa (Boardchair), Takadzani Mudau (Treasurer), Liesel Thomas (Secretary),
Matodzi Marcia Sibara (Executive Director: additional member) and Mymoena Anthony (Additional member)



COMPLETE LIFE CENTRE INTERNATIONAL

NPO: 185 – 312

Physical Address

No 2 Bremen Close Airport Industria

7490

Email Address: completelife.centre@gmail.com

Tel No: 0218248878/0765158633

14 January 2020

Dear Sir/Madam

Confirmation of Support towards ZiboneleFM License Application

This letter serves to support the license application of ZiboneleFM. We have worked very closely with this community radio station over many years and has done a lot in developing, informing and educating the community. The station proved to be very valuable in the communities around the Cape Metropolitan Area.

We would like to request that ICASA grant ZiboneleFM the license they require to continue to serve the community as they have done over the years.

This community radio station still represents the true form of community radio as we know it and has not changed over the years.

Yours Sincerely

Mr. Anele Heli

Director: 

Complete Life Centre

14 January 2020

To: ICASA
Executive Legal, Risk & CC
Block B,
350 Witch-Hazel Avenue
Eco-Park Estate
Centurion
0169

Confirmation of Support towards ZiboneleFM License Application

This letter serves to support the license application of ZiboneleFM. We have worked very closely with this community radio station over many years and has done a lot in developing, informing and educating the community. The station proved to be very valuable in the communities around the Cape Metropolitan Area.

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This community radio station still represents the true form of community radio as we know it and has not changed over the years.

Yours Sincerely



Luvuyo Rani

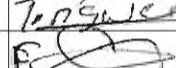




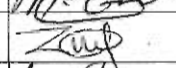

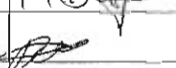

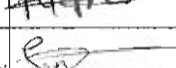

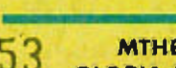
CEO – Silulo Ulutho Technologies

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
MAVA	MUTHALA	087 028 74 92	mava@zibonelefm.co.za		28/11/19
Ziyanda	Pahlane	074 800 4911	ziyanda.pahlane@gmail.com	Z. Pahlane	28/11/19
Mohudi	Mohlala	081 394 5387	mohudi.mohlala@gmail.com		28/11/19
Vuyani	TSHANGULA	021 360 2961	blthantshangula@gmail.com		28/11/2019
NONKUNILU	GOKO				28/11/2019
ZANDILE	Gwabisa	0738603366		Z. Gwabisa	28/11/2019
Konwabo	Bonty	083 680 9433			28/11/2019
Thine	Mbenu	061 216 9328			28/11/2019
Zuko	Kani	060 896 2245	Zukokani@gmail.com		28/11/2019
Numbisa	Mbombo	0719210970			28/11/2019
Neliswa	Mxotwa	0710110066	N/A	Neliswa	28/11/2019
Nomtha	Ketshane	0835530186	nomtha.ketshane@gmail.com		28/11/2019
Asakhe	Mantweni	0746314390	NA.Mantweni	NA.Mantweni	
Kayisa	Weloni	0781392509			28/11/19
Buyisa	Pingili	0784282632			28/11/19

BOARD OF DIRECTORS



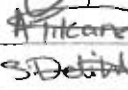
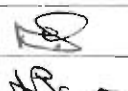

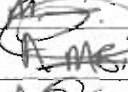
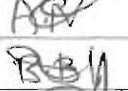
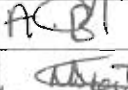
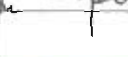
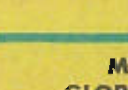
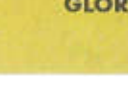

NAME	SURNAME	CONTACT NO	Email	Signature	DATE
SIYANDA	PHALAZA	064027488			28-11-19
Themba	NGWENYA	0736861853			
FANISILE	SIYOLO	07821182			28-11-19
SILUZA	SIYOLO	0787150738			28-11-19
BULELA	JANDA	078408540			28-11-19
Ntombi	Menziwa	0655424457			28-11-19
YONGISWA	NCETEZO	0789062183			28-11-2019
LABISA	MAKALO	0843071853	gmail.com makalo@		28-11-2019
WANDISA	DODANA	0760392930			28-11-2019
ANDISWA	MATROSE	0719330113			28-11-2019
ZINISA	NGINGE	0784542945			28-11-2019
MWANGILE	SIBANDA	078762988			28-11-2019
LUNGILE	LITHA	0781099139			28/11/2019
WANGILE	WIMYANDI	0733029235			28/11/2019
MMELEBISI	GABHEE	0635872279			28/11/2019
ZMANDA	MNGQIBISI	073902353			28/11/2019
KHUMWISA	BIKANI	0633356159			28/11/2019
ZANDILE	SOTUZA	0738822032			28/11/2019
NOXOLO	DULI	0789504000			28/11/2019
ABERHANS	NGWENYA	0660916303			28/11/2019
MHIMHI	TYEKANA	0739447112			28/11/2019
PUTOSHI	MALINDA	0740621280			28/11/2019
SIYEBULELA	MITANO	077462080			

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GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
Zukisani	Zestile	082 8190157			28/11/19
Courage	MIKE	077 280552			28/11/19
MASIZOLE	JANDA	078477780			28/11/19
Andisiwe	Ilkana	081 780 2725	Andisiwe Ilkana@gmail.com		28/11/19
Sisindo	Delilezo	078 6685190			28/11/19
Sinovuyo	Mshikela	078 480 848			28/11/19
Litiza	Gqula	078 827 840			28/11/19
Lotiso	BERE	078 594738			28/11/19
Snekemba	Mhlanga	063 4934379			28/11/2019
ASEZA	MBINI	081 4096219			28/11/2019
Aswela	NANA	071 2502926			28/11/2019
Belinda	Biyana	078 655638			28/11/2019
Asithandile	Biyana	0780 55638			28/11/2019
Mpumie	Dyanty	0730477675	dyanty trading solutions@gmail.com		28/11/2019

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GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Mesivive	Xhaya	063957208			28/11/19
Amahle	Sytle	061896808			28/11/19
Joyce	Mthwelo	078557565			28/11/19
Thembisile	Dkazi	078261490	tmk24@gmail.com		28/11/19
Monwabisi	Ntombi	0613386465			28/11/17
Lindiwe	Galea	0825241922	Lindiwe.namagumane@gmail.com		28/11/2019
Zimbini	Mayongo	071429429			28/11/2019
Joyce	Siyolo	0716608512			28/11/2019
Philiswa	Vellem	072003008	PhiliswaVellem/		28/11/2019
Sisipo	Ragase	07827847			28/11/2019
Ntombizakhe	Mchanyane	0657415065			28/11/2019
Rena Gribis	Liso	078254686			28/11/2019
Siphokazi	Daweni	0623595012			28/11/2019
Cikizwa	Daweni	078389947			28/11/2019
Lwandile	Ndaba	078486240			28/11/2019
Bonopha	Ngweni	076029095			28/11/2019
Nomvembisi	Mpekela	0733066325			28/11/2019
Ezekiel	Mona	0817650145			28/11/2019
Pumla	Jeremiah	0847762175			28/11/2019
Belinda	Sakwe	0818899671			28/11/2019
Babale	Coke	0730817659			28/11/2019
ANANI	NINCAICA	0747633822			28/11/2019
Lufho	Mgoba	0744892195			28/11/2019
Zikhona	Dumezweni	0736503753			28/11/2019
Thuy Lisum	BAKADA	0836528666	thuyisumbakada@gmail.com		28/11/19
Zulakhe	Mona	0734371249			28/11/19

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GLORIA MABASO (DEPUTY CHAIRPERSON)
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NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngézinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
Lindela	Lam				
Lindela	Lam	074523635		[Signature]	28/11/19
SIPHUSETHU	Ntlangeni	062132173		[Signature]	
Emile	Kale	0719776100		[Signature]	
IKOSINATHI	Golela	0639142442		[Signature]	
Bussie	Wana	0612891500		[Signature]	28/11/19
USANDA	Jajuka	0664782444		[Signature]	28/11/19
MPUMULO	KWANA	0730146422		[Signature]	28/11/19
LUDWE	MZONGWANA	0784006949		[Signature]	28/11/19
Zinkita	Harmans	0715891962		[Signature]	28/11/19
MARESE	SHETE	078792535		[Signature]	28/11/19
HINDIWE	Gungqu	0710101578		[Signature]	28/11/19
Zinkita	Jones	0680997859		[Signature]	28/11/19
Moyeni	Sindeni	073028881		[Signature]	28/11/19
huma	MABASA	0782221000		[Signature]	28/11/19
Yandisi	Tona	0743165992		[Signature]	28/11/2019

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Jandiso	Murewa	0949092963	bandisonilton1996@gmail.com	[Signature]	28/11/19
Sihle	Songezo	0731142432		[Signature]	
Andile	NGQENISE	0728860529		[Signature]	28/11/19
Fanisile	Siyolo	0782118522		[Signature]	28-11-19
Sylvia	Siyolo	0787150738		[Signature]	28-11-19
Phyliswa	Jedwa	0785616215		[Signature]	
Andile	Nabeli	0732879445		[Signature]	28-11-19
N Bonni	Bonani	083387632		[Signature]	28-11-19
T. Mbozen	Mbozen	0717898257		[Signature]	28-11-19
Mabixole	Matyana	0624213217		[Signature]	28-11-19
Khusele	Jean	063 835942		[Signature]	28-11-19
Mandilekh	Bantsantshu	063 83594		[Signature]	28-11-19
Abongile	Gimistelo	0603208235		[Signature]	28/11/19
Alex	Jika	0749754675		[Signature]	28/11/19
Sonantlele	Kepzwan	-	-	[Signature]	28/11/19
Ndumiso	Bobo	0734230633	117C FAM	[Signature]	28/11/19
Rina	Sneyman	0535303253		[Signature]	
Ross	Sneyman	"		[Signature]	
Joyce	Wana	0739933735		[Signature]	
Zandi	Nobula	0735436570	@2vobu	[Signature]	28/11/19
M.	Khuthalevu				
Pheliswa	Nqoxeni	0782579212		[Signature]	28/11/19
SPATHE	MAKWEYANI	0781111971		[Signature]	28/11/19
Masande	Vava	079054738		[Signature]	28/11/19
Simoluro	Mqenuli	0736978343		[Signature]	28/11/19
Songezile	Mabheshwari	0720634410		[Signature]	

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Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

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Name	Surname	Contact Number	Email	Signature	Date
Pamela	Ngwafa	073713708		P. Ngwafa	28/11/2019
MANDLA	MAZILANA	073713708		<i>[Signature]</i>	2
ONKE	NDUDE	0635934047		O. Ndude	
N. C.	MACANDLE			N. C.	
NOMFEFE	NORADAM	0631813044		N. Noradam	
N. M.	KAL	0840468089		<i>[Signature]</i>	
THANDOKAZI	NQUMKANA	0630939735		<i>[Signature]</i>	28/11
AKHONA	NDESI	0715599591		<i>[Signature]</i>	
ASEZA	MBINI	0814096218		<i>[Signature]</i>	28/11/19
DOLY	SIMOLAKA	0810597597		<i>[Signature]</i>	
Mahlase	SELOMO	0834848506	gmhlabes88@gmail.com	<i>[Signature]</i>	
Zu KISWA	GAYIZE	0734911342		Z. Gayize	
RUSISWE	NOWEDE	0836927463		<i>[Signature]</i>	
Amanda	Mqana	0637303233		A. Mqana	
YOLISWA	COBE	078793387		N. Cobe	

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NAME SURNAME CONTACT EMAIL SIGNATURE DATE

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Lindi	Mphahlele	0789612000	lindi.hamphe@jmail	Mphahlele	28/11/19
Ngoxolisa	Malango			Ngoxolisa	
ILELEN	MATHEBANE	0719564892		ILELEN	
Bulelwa	Mkhosana	063 2171984		Bulelwa	
ASANDA	SORBE	0682253313	asandasorbe@gmail.com	ASANDA	28/11/19
ZINKILE	GOCHLE	0744027192		ZINKILE	28/11/19
NOSIPHO	SIXISHE	0840586009		NOSIPHO	28/11/19
Sik					
Bongela	Mettwane	080 316 2100		Bongela	28/11/19
Asanda	Mgqokumba	0656951162	asanda.mgqokumba@gmail.com	Asanda	28/11/19
ADWENELUK	MGOLOBA	073 5146321	adwengeluk@gmail.com	ADWENELUK	28/11/19
Zinkhile	Kolwana	079 011 5755	zinkhile.kolwana@gmail.com	Zinkhile	28/11/19
Phelokazi	MKHOTISO	0730983322	phelokazi.mkhoto@gmail.com	Phelokazi	28/11/2019
Anita M	Mojisi	063 3204852	anita.mojisi@gmail.com	Anita M	28/11/2019
Zandile	Nomphale			Zandile	28/11/2019
Minle	Ndlovu	061 265 3700		Minle	28/11/2019
Singiso	Ndlovu	0783682441		Singiso	
Mkongeni	Mgubli	078 3682445		Mkongeni	
Athume	Masekwanq	081 8243419		Athume	
NOLUVUYO	XUBE	0787238408	noluvuyo.xube@gmail.com	NOLUVUYO	28/11/19
Phumeza	Mnani	0782403284		Phumeza	28/11/19
NOBANI	Masekwanq	0780449767		NOBANI	28/11/19
THELMA	XUBE	073 8364808		THELMA	28/11/19
Klandisa	Twala	0611608304		Klandisa	28/11/19
S.N.	Mthembu	0834208935		S.N.	28/11/19
ISANDA	TSHOUSI	061153067		ISANDA	28/11/19

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Name	Surname	Contact Number	Email	Signature	Date
Usumzi	Ngweni	073 2831231			
Ndumiso	Stwana	0673651599			28/11/19
Sibulele	Tshabalala				28/11/19
Ayanda	Masiya	066980663			28/11/19
Ertile	Mthshane				28/11/19
Melissa	Mthitshane				28/11/19
Aaron	Grosche				
Zee	Toto	0739386217			28/11/2019
Pam	Magadi	0642658849			28/11/2019
Prokie	Ngobeni	067875904			28/11/2019
Zinathi	Luvuwa	0813680362			28/11/2019
SIMPHIWE	KONIA	0639614098	konaryhiza@gmail.com		28/11/2019
Siphosethu	Mafulungwa	0619993240			28/11/2019
Segethu	August	0612467944			28/11/19
Thembeka	Rhityine				28/11/19

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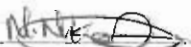
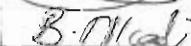
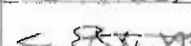
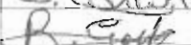
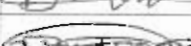
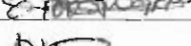

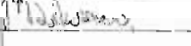
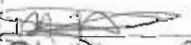
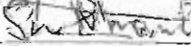


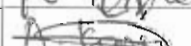
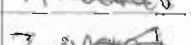
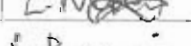
NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Bongine	Nyatele	084 390660		B.P. Nyatele	28-11-19
Xoliswa	BANS	076 3666039		[Signature]	28/11/19
Florence	Sam Sam	0762 892260		[Signature]	28-11-19
Likhona	Mlokori	083 338 1008		[Signature]	28/11/19
Amos	Dubase	0658682492		[Signature]	28/11/19
Mabona	CHAMA	063538197		[Signature]	28/11/19
Nomphalelo	Dumile	084 7531452		[Signature]	28/11/19
Thando	Gicabe	0731122700		[Signature]	28/11/19
BAYANDA	KADUMU			B.R. Kadumu	28/11/19
Sepone	Sgagala			[Signature]	
Zolele	Fopo	078861359		[Signature]	28/11/2019
Noncebe	Veliso	082 045980		[Signature]	
NKANGIE	MPANGE	0835197442		[Signature]	
Ruth	Saize	0843333768		[Signature]	28-11-2019
Lukhangu	Khiva	061 8624010		[Signature]	28/11/2019
ABONGILE	NGWANYA	061 3939660		[Signature]	28/11/2019
NELISWA	MENISI	0635229145		[Signature]	28/11/019
Nomakhoso	Soqa	0735573840		[Signature]	28/11/2019
LINDLA	Soze	0631658703		[Signature]	11
Buyelwa	Soqa			[Signature]	28/11/19
Thando	Maswara	083-5621072		[Signature]	28/11/19
TINY	Mentiyisi	0765245447		T. Mentiyisi	28/11/19
Ntombizwe	Muloka			[Signature]	
M.T.	Mepa			[Signature]	
GMAKOL	Nkelle	0714212043		[Signature]	
Nomandla	Dodane	0733458929		[Signature]	

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Name	Surname	Contact Number	Email	Signature	Date
Nandie	Nkabi	078 93 22799			28 Nov 2019
Babes	Nkabi	078 3724481			
CELE	SWALA	061155663			
BONGWE	Gudla	073 774358			
Zandile	Tokotiqe	0611789108			
Montyalyans	Fetman	072541989			
Mosimong	Adwana	0604151259			28/11/19
MBULELO	MAMBA	084 773262			
Sisipho	Mnani	074 988 583			
Zimkhitha	Sinti	074 33680			
NGEZIWA	ZEPE	078 7899548			28/11/19
Alynda	Koti	073 226689			
Zintle	Makeleni	074 266281			
Syanda	Buzani	072 6621421			
Asenabile	Moya	073 226689			



021 361 7109

info@zibonelefm.co.za

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N.	Totyolo	082 441 861		U. Totyolo	28 NOV-2019
Zingulwi	Tototy	062 32 4428		ZI.	
Nuyolwem	Mkroquli	073 6682181		N.M.	
Xile	KOTA	033 51 1890		X.K	
Amada	Lusi	072 008 64		A.C.	
Didi	mhlango	084 913 26		D.M.	
Asiphe	Boni	076 095 281		A. Boni	
Siphe	mChapen	084 998 800		S.M	
Nokutha	MBotoli	063053748		A.M.	
Mvuyisi	Mlotso	084 385 6670		M.M.	
Sphenathi	Shyona	073 6612268		S.S.	
Zodwa	ngqela	060776181		Z. ngqela	
MARWANZIMA	Khakha	0785357389		M.K.	
Vuyolwem	Khakha	060904081		V.V.	
NANDIPHA	NGAMHLE	073300708		N.N.	28 NOV-2019
MASAKHANE	GENSA	0781835273		M.M.	
Anathi	Bosili	073284826		A.B.	
Chumisa	mhlengi	084 604 412		C.M.	
Lwanda	LOKONI	063 856 9901		L. Lokoni	
Odwan	Ntebe	061 226 3791		O.N.	
Songe20	Kogo	072 061 281		S.K	
Lihle	TJJA	063 814 261		L.L.	
Zande	maykiso	065988801		Z.M.	
Phumza	ntsongo	076 908 6127		P.P.	
Anelisa	Gwadi	082 697 949		A.G.	
Zuberathi	Katani	082 920 3641		Z.K.	

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Name	Surname	Contact Number	Email	Signature	Date
Amosini	Veri	073557808		A. Veri	28/11/2019
Hlonima	Wole			H.T	28/11/18
Yamkela	Banzana	0481805513		A.B	28/11/2019
Amam	Banzana	0789027049		A.B	28/11/2019
Zolisi	Miso	0735220602			28/11/2019
Mwandile	Gaba	0651743105			28/11/2019
Nendiphe	Mengo	0733370205			28/11/2019
Arhona	Masekane	0732752966			28/11/2019
Zikhona	Mamjeri	0792404080			28/11/2019
Nosisa	Jaza	0837059839			28/11/2019
Vusi	Masekane	0789207167			28-11-2019
Nomfundo	Mazazi	0717175908		N.V. Mazazi	28-11-2019
Mihlali	Buqa	0786414114			28-11-2019
Yintle	Nxolo	0785589103			28/11/2019
Nifoniso	Smeliso	0732186669			28/11/2019

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NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Eunice	Mobille	0635737722			28/11/2019
Mziwaphu	Thobela	082290967	-		28/11/2019
Azania	Phanani	072 807 5427			28/11/2019
Inam	Mgfenuko	078 161 627			28/11/2019
Vuyani	Kulo	071 069 1170			29/11/2019
Avula	Mulhara	0737116167			29/11/2019
Zukiswa	Dayimani	0719698508			
Meameto	Sladiu	0732501834			29/11/2019
Nolwvo	Thobiso	0835848576			29/11/2019
Zimbini	Danster	0781958700			29/11/2019
Mimka P	Danster	0780934871			29/11/2019
Nwabiso	Makeleni	0620044471			29/11/2019
Mwandile	Zaykwa	0714593197			29/11/2019
Zimkita	Rakara	0782287428			29/11/2019
Gandisa	Gouzelu	0763769657			29/11/2019
Liyema	Motanzima	0629836432			29/11/2019
Inceba	Jaceni	0839401753			29/11/2019
Nqobile	Mpele	0839806871			29/11/2019
Nobukho	Maphango	0838591788			29/11/2019
Maria	Twkaru	0747377000			29/11/2019
Eunorice	Ngumane	0710948710			29/11/2019
Bhelekozi	MEKENI	0713060475			29/11/2019
NTOSH	Gokela	0743483638			29/11/2019
Athandile	Sofa	0787239952			29/11/2019
Ongekia	Sponi	0673174863			29/11/2019
Mamthandiso	Myanya	0784431975			29/11/2019

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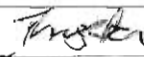
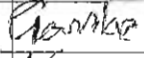

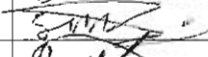
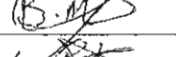

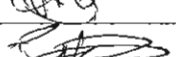
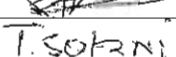
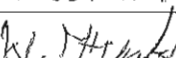
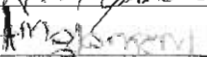
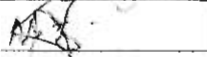
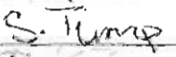


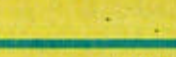
Siyemuyi	Baliso	076994581		S. Baliso	
Athandeni	Lamani	071123469		A. Lamani	
Akhanani	Pawethi				
Umdile	Plente	0782059959		Umdile	
Nomaling	Solani	0636720039			
Siphiso	Sondamase	060357006			
Abongile	Mtsinde	081646396		A. Mtsinde	
Mabonane	Kahlane	0782056959			
Yandiso	Simo	0630413611			
Ayathu	Mbiyo	0723500020		A. Mbiyo	
Ayanda	Maphand	081049592			
Zeranda	Sqhubo	061496691			
Umdine	Phenze	0737458959			
Aluve	Shembe				
Nikimel	Phaphu				
Zelethu	Ninzi				
Lomago	Khaz	0631689483		L. Khaz	
Eugene	Khankosi	072095700		E. Khankosi	
Amamisi	Negwaza	0832017479		A. Negwaza	
Blanca	Bumano	0791169110		B. Bumano	
Gille	Kuwati	0832930141		G. Kuwati	
Morizama	Ka Tikati				
Lucky	Phaphu				
Nomvula	Skhosane				
Thembeka	Ndabandi				
Thembeka	Mkhosane				

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XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeka nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.


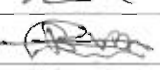
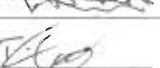

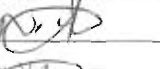

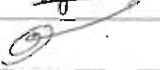
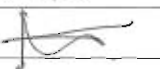
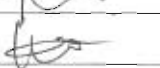

Name	Surname	Contact Number	Email	Signature	Date
PRINCE	WIAZO				
IAKUBENI	GOMBE				
ZARANYIKA	KNOWLEDGE				
LUBABALWA	MPOLANDI	0632340686			
BABALWA	MAKOLUZA	073111401			
LULEKA	MAXAKENI	083773028			
ZUKISIA	MANYIKWA	083540998			
SITHI	NGULUZA	063			
THOBISA	SOLANI				
WANDILE	NTYIKELA	063948443			
ANDISWE	MALONGENI	0640998991			
NOYISE	SONDERO				
SIMOLO	STUMP				
THUKENI	LAMANI	0832050957			
ABANTHOLE	DEWE				

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
Eric	Malanga	0763371089	Malangaeric07@gmail.com		29/11/2019
Blahen	Mabumba	0715546792			29/11/2019
THANDO	Chabedi	079980889			29/11/2019
Anelisiwe	Sowazi	0710039405			29/11/2019
ANZO	Lucky	064652711			
NOSISI	MGANDELA	0678616309			
Nthabekeng	Mbanjwa	060442840			29/11/19
Nomsa	mateyisi	0717946081		N.M	
Asue	Dlayo	0740729020			29/11/19
ALLI	mbekwa	0738967004			
Tredo	Sisa	084560010			
Lunga	NDZONKO	071596728		L.N	
BUCELWE	Twingo	0672309111			
ANDA	Baba	08219439920			
Tuuleni	Singisa	074528214			

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
Tuobela	Jack	0827212413			
Kloodiwa	Melungu	0642234135			
Fikile	Siko	0839147351			
Babakwa	Twece	0746281231		B.T	
Zolani	Sonjica	0812352315			
Bonga	Gweje	0782224312			
Afrika	Tutuma	0752315213			
Fueka	Dongo	0810821123			
Xolani	Zolani	0652314211			
Tlantiswa	Malatha	0766735424			
Sindiswa	Nase	0791723132			
Zamuzole	Khonkasi	0782950000			
Nobakazi	Damane	0641549693			
Mabuthi	KIAS	0784532035			
Aluthando	Coty	0709717715			
Khadekile	Fuji	08126026			
Zukisa	Matsheya	0833513545		Z.M	
Nosisi	Sxolo	0788551639			
Nandipha	Mupar	0732914133			
Zukilele	Kangba	0728413910			

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
Babalwa	Tshotwana	0738583352			08/11/19
THEMBISA	MLAMLA	0832424228	thembisamlamla@gmail.com		28/11/19
SITHASIMBANE	MENISI	0724403746	sithasimbane@gmail.com		28/11/19
Anel	NCGPAYI				28/11/19
Likhona	Tshazi	0618128181			28/11/19
FELIXISWA	NCAPAS	076 073852			28/11/19
Nobu	OLWETHU	0787744414			28/11/19
Phayolwa	Shumye	0786661799			28/11/19
Pinkie	MSINDWA	078858568			28/11/19
Liso	SACK	0768184576	antiredon@yahoo.co.za		28/11/19
Nwabisa	Tshandu	072160407	Ntshandano		28/11/19
Pinkie	Shushu	073525022			28/11/19
NELISWA	MAJALI	078886584			28/11/19
Vuyisa	MVUMI				
Akhona	Mebongo	0731215340			28/11/19

BOARD OF DIRECTORS

MTHETHELELI VELLEN (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
KOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

NAME SURNAME CONTACT EMAIL SIGNATURE DATE

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
SENWABILI	Booyen	068 2997137	senwabili@gmail		08/01/2020
SIPHISO	GUTANA	0664000305	Sgijana98@gmail		08/01/2020
PATIENCE	MASIMINI	062957529	Patience		08/01/2020
PORTIA	MASIMINI	0734926007	Portia@zibonelefm.co.za		08/01/2020
ASANDA	PETERSON	0731906766			08/01/2020
EBENEZER	TUFFOUR	0717871309	ebentuffour@gmail		08/01/2020
LIZO	DLOMINI	0647856050	Lizomini@zibonelefm.co.za		08/01/2020
PORTIA	MATELENI	-	P. mateleleni		08/01/2020
MASILAKHE	MPEFU	065 629958	-		08/01/2020
MKHULULI	TUGEN	073 9400423	-		08/01/2020
INDA	MAMBI	0845933666	Mindammbi		08/01/2020
XOLO	MANDLA	0840632741	-		08/01/2020
TUMALO	MQALO	061 8447557	S.T.MQALO@zibonelefm.co.za		08/01/2020
NTONGANA	NOMFUNEXO	0837665601	-		08/01/2020
ATHULE	NTONGANA	073 613 0341	-		08/01/2020
RASADY	LESSO	0658000114	-		8/1/20
NOSE	GEORGE	060572009	-		08/01/2020
SIBANDO	SIXHAKO	071949585	Sixhakos@gmail		08/1/20
LOFI	PINDARI	0629908992	-		08/01/2020
NAMHLA	MABANDA	0604648526	-		08-01-20
LINDLELWA	NGRANGA	0610724529	-		08-01-20
SUSAN	LAMANI	0603587298	lamanisusan@gmail		08-01-20
THANDO	SPANDILE	-	-		08/1-20
TEBOHO	MOKEGANE	0741142273	-		08/01/2020
ADLANI	SAMBATI	078580842	-		08/01/2020
INNILL	IKHUMU	07	-		08/01/2020

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
N. KOSINATI					28/11/19
N. Kosi	Kosi	072574981		N. Kosi	28/11/19
Vuyani	Dipa	076 1677551	Laalandia@gmail.com		28/11/19
Dude	Kilani	0795774994	KilaniDude@gmail.com		28/11/2019
Mziqake	Thobela	083250957			28/11/19
THOKOZILE	SONJEKE	0635223527	T.SONJEKE		28/11/19
Lindiwe	Mafunditupa	0653250124			28/11/19
Ziganda	Pahlane	078208992		Z. Pahlane	28/11/19
Luleka	Maxakana	063445789		L. Maxakana	28/11/19
Tondo	Penxa	0738256905	tondohpenxa@gmail.com	T. Penxa	08/01/19
Yolanda	Pityoi	0766527842	-		28/01/19
STIKHURU	STIKHURU	074839522			
M. Z. S. D. V.	N. G. G. N.	0719091866	-		
N. Kosi	Bothu	078280404	-		28/11/19
Thuthuz	Jama	073183522	-	TJ.	08/01/20

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

NAME	SURNAME	CONTACT NUMBER	EMAIL	SIGNATURE	DATE
LWAZI	LANGSE	0781578750			28/11/2019
Zuko	Vellem	0730716135			
Mxolisi	Meki	062 200280			
TEMBISA	MDALO	078 1011778			
Zuko	SOMACA	0718273977			
Luzuko	Silwana	0717665748		L. Swana	
Vuyobhu	Rokolo	0785829432			
NANDISA	ZONKE	0709708604	znondisa@gmail		28/11/2019
Lusando	ROLLON	0789157684			
Akhona	Mbiko	065 9242642			
Unothi	Magida	065 9566113			28/11/2019
BUYISWA	GCELU	0787522401			
TSHEPO	Palagangwe	0747977496			
SIPHENATHI	YANCO	084 4630177		S. Yanco	28/11/2019
LS	ZINTSI	063154707			
Tevin	Philemon	079 2399388			28/11/2019
Uthobu	Fatu	0722176620			
Lindani	Ngalo	0730901409			28/11/2019
Max	MNINZI	0762008320			
Aphelile	Mnyazi	0783809636			
Khanya	Tshwila	083540724			
THABO	MOTLHONO	0723661185			
Mkululeko	Luke	0846319266			28/11/2019
BONYELA	MATSOLO	0832068760			28/11/2019

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

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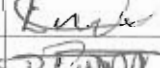

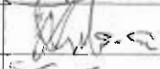
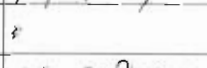


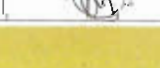
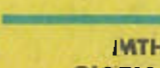
Name	Surname	Contact Number	Email	Signature	Date
Keegan	Cicinged	06 906 1021		C. Cicinged	28/11/19
Khanyozi	Smunisi	081 054 5665		K. Smunisi	28/11/19
E. R. C.	Mtshaya	073 77 0244		E. R. C.	28/11/19
T. K.	Tyolo	0624 04 7107		T. Tyolo	
P. K.	P. K.			P. K.	
Phaphama	P. K.	073364 9884		P. K.	28/11/19
Andisimp	Z. K.	0606 956878		A. Z. K.	28/11/19
SYDEN	SIMANGA			S. SIMANGA	28/11/19
G. K.	G. K.	06288 55274		G. K.	28/11/19
Veronica	M. K.	07272 95345		V. M. K.	28/11/19
S. K.	X. K.	075 093 4429		S. K.	28/11/19
T. K.	T. K.	08389 00266		T. K.	28/11/19
M. K.	JACK	07444 62282		M. K.	28/11/19
T. K.	K. K.	075 089 8422		T. K.	
M. K.	D. K.	0731 835 475		M. K.	08/01/20

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Sixhasa iZiboneleFM kumsebenzi omhle ewenzayo ekuhlaleni kwethu kwiKapa ukuphuhlisa nokufundisa nokwazisa ukuhlala ngezinto ezibalulekileyo. Siyalixhasa ngokupheleleyo eliziko losasazo maliqhubeke nomsebenzi omhle eliwenzayo:

This serves to support the excellent work that is done by ZiboneleFM in the communities around the Cape Metropolitan Area in developing, Informing and Educating the Communities.

Name	Surname	Contact Number	Email	Signature	Date
Singco	Yedwa	06327773			28/11/19
Lwando	Morey	064052254			
Zolani	Zuma	072068165			
Khonzi	Nikili	073082206			28/11/19
Joselle	Nagengweni	068035642			
Thamsanqa	Mthwazi	0655299286			28/11/19
Lizo	Nyane	0710124369			28/11/19
Zanele	Koro	0791644980			
Elsa	Gawula				
Nomapi	Goloza	0795977032			
Wendy	Sithole	073117506			
Nondima	Mkhanyane	0632132731			
Nomqa	Moliba	0812137749			
Linda	Hrewe	083373878			
Andilemba	Tungwa	0630687783			

BOARD OF DIRECTORS

IMTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

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Name	Surname	Contact Number	Email	Signature	Date
ASAVEHA	FIHLANA	062 962732			
Luxolo	Fulani	0616539581			28 Nov 2019
MPHUMZI	MANGE	0636909760	mangem@kct		
Wanke	Polewa	085240943			
Phumphan	MPHUMZI	0620357205			
NHLENKOSI	BAFAY	0846806009	N/A		
Kantbon	Mputshu	0641619135			
Siphelene	Fawile				28/11/19
BONGINTOSI	MAGGABI				
Xolani	ALON				
SABATHA	IRILWHE				
S	ALON				
Mthunzi	MAGEKISO				
Mndabe	MZWANDILE				
Zamuxo	YEXANI	0603549195			

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)



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MTHETHELELI VELLE (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Appendix 8.1

Audited Financial Statement
2018/2019 Financial Year

ZIBONELE FM

(Registration number 2004/011587/08)

Annual Financial Statements
for the year ended 28 February 2019

Zibonele FM

(Registration number: 2004/011587/08)

Annual Financial Statements for the year ended 28 February 2019

General Information

Country of incorporation and domicile

South Africa

Directors

Current board of directors:
(elected 19 January 2019)

Mr M Vellem	: Chairperson
Mrs CG Mabaso	: Deputy Chairperson
Ms N Magodla	: Treasurer
Mr X Holiday	: Secretary
Mr L Silwana	: Additional Member

Previous board of directors:
(term ended 19 January 2019)

Mr LG Nokwaza
Mr M Vellem
Mrs CG Mabaso

Registered office

Ketric Building
Ngcwalazi Drive
Elitha Park
Cape Town
7784

Business address

Ketric Building
Ngcwalazi Drive
Elitha Park
Cape Town
7784

Postal address

Ketric Building
Ngcwalazi Drive
Elitha Park
Cape Town
7784

Bankers

Standard Bank

Zibonele FM

(Registration number: 2004/011587/08)

Annual Financial Statements for the year ended 28 February 2019

Contents

The reports and statements set out below comprise the annual financial statements presented to the members:

	Page
Directors' Responsibilities and Approval	3
Directors' Report	4
Independent Auditor's Report	5 - 6
Statement of Financial Position	7
Statement of Comprehensive Income	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
Accounting Policies	11 - 13
Notes to the Annual Financial Statements	14 - 16
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	17 - 18

Zibonele FM

(Registration number: 2004/011587/08)

Annual Financial Statements for the year ended 28 February 2019

Directors' Responsibilities and Approval

The directors are required by the Companies Act 71 of 2008, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditor is engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the board of directors sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

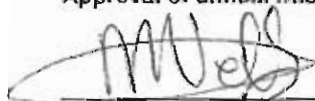
The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 29 February 2020 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditor is responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditor and their report is presented on page 5.

The annual financial statements set out on page 7 - 18, which have been prepared on the going concern basis, were approved by the board of directors and were signed on their behalf by:

Approval of annual financial statements



Mr M Vellam
Chairperson



Ms N Magodia
Treasurer

Date: 13 November 2019

Zibonele FM

(Registration number: 2004/011587/08)

Annual Financial Statements for the year ended 28 February 2019

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Zibonele FM for the year ended 28 February 2019.

1. Incorporation

The company was incorporated on 01 November 2004 and obtained its certificate to commence business on the same day.

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

3. Directors

The directors in office at the date of this report are as follows:

Directors	Office
Current board of directors: (elected 19 January 2019)	
Mr M Vellem	Chairperson
Mrs CG Mabaso	Deputy Chairperson
Ms N Magodla	Treasurer
Mr X Holiday	Secretary
Mr L Silwana	Additional Member

Previous board of directors:
(term ended 19 January 2019)
Mr LG Nokwaza
Mr M Vellem
Mrs CG Mabaso

4. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

5. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

6. Auditors

Rhoda Chartered Accountants continued in office as auditors for the company for 2019.



Rhoda Chartered Accountants
Registered Auditors
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Independent Auditor's Report

To the Directors of Radio Zibonele NPC

Opinion

I have audited the annual financial statements of Radio Zibonele NPC set out on , which comprise the statement of financial position as at 28 February 2019, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In my opinion, the annual financial statements present fairly, in all material respects, the financial position of Radio Zibonele NPC as at 28 February 2019, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the annual financial statements section of my report. I am independent of the company in accordance with the Independent Regulatory Board for Auditors Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. I have fulfilled my other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B). I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Other information

The directors are responsible for the other information. The other information comprises the Directors' Report as required by the Companies Act 71 of 2008, which we obtained prior to the date of this report. Other information does not include the annual financial statements and my auditor's report thereon.

My opinion on the annual financial statements does not cover the other information and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the annual financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act 71 of 2008, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Annual Financial Statements

My objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



R P Rhoda
Director
Chartered Accountant (SA)
Registered Auditor

13 December 2019
Stellenbosch

Zibonele FM

(Registration number: 2004/011587/08)

Annual Financial Statements for the year ended 28 February 2019

Statement of Financial Position as at 28 February 2019

Figures in Rand	Note(s)	2019	2018
Assets			
Non-Current Assets			
Property, plant and equipment	2	2,222,278	533,026
Deferred tax		222,136	353,002
		2,444,414	886,028
Current Assets			
Trade and other receivables	4	1,374,957	1,063,079
Other financial assets	3	74,937	75,482
Cash and cash equivalents	5	826,506	391,393
		2,276,400	1,529,954
Total Assets		4,720,814	2,415,982
Equity and Liabilities			
Equity			
Retained income		2,685,367	778,998
Liabilities			
Non-Current Liabilities			
Other financial liabilities	7	136,677	332,929
Current Liabilities			
Trade and other payables	6	1,589,987	1,135,699
Other financial liabilities	7	196,251	168,356
Unspent grants		112,532	-
		1,898,770	1,304,055
Total Liabilities		2,035,447	1,636,984
Total Equity and Liabilities		4,720,814	2,415,982

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Annual Financial Statements for the year ended 28 February 2019

Statement of Comprehensive Income

Figures in Rand	Note(s)	2019	2018
Revenue	8	6,693,506	5,214,259
Other income	9	3,334,217	107,649
Operating expenses		(7,955,339)	(5,529,818)
Operating profit (loss)		2,072,384	(207,910)
Investment revenue	11	26,472	2,819
Fair value adjustments		(545)	36,309
Finance costs	12	(61,076)	(87,266)
Profit (loss) before taxation		2,037,235	(256,048)
Taxation		(130,866)	152,535
Profit (loss) for the year		1,906,369	(103,513)
Other comprehensive income		-	-
Total comprehensive income (loss) for the year		1,906,369	(103,513)

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Annual Financial Statements for the year ended 28 February 2019

Statement of Changes in Equity

Figures in Rand	Retained income	Total equity
Balance at 01 March 2017	882,511	882,511
Loss for the year	(103,513)	(103,513)
Other comprehensive income	-	-
Total comprehensive loss for the year	(103,513)	(103,513)
Balance at 01 March 2018	778,998	778,998
Profit for the year	1,906,369	1,906,369
Other comprehensive income	-	-
Total comprehensive income for the year	1,906,369	1,906,369
Balance at 28 February 2019	2,685,367	2,685,367
Note(s)		

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Annual Financial Statements for the year ended 28 February 2019

Statement of Cash Flows

Figures in Rand	Note(s)	2019	2018
Cash flows from operating activities			
Cash receipts from customers		7,677,976	5,620,942
Cash paid to suppliers and employees		(4,725,151)	(5,620,559)
Cash generated from operations	13	2,952,825	383
Interest income		26,472	2,819
Finance costs		(61,076)	(87,266)
Other non-cash item 1		(545)	-
Net cash from operating activities		2,917,676	(84,064)
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(2,314,751)	(29,146)
Sale of property, plant and equipment	2	-	80,025
Sale of financial assets		545	122,000
Net cash from investing activities		(2,314,206)	172,879
Cash flows from financing activities			
Repayment of other financial liabilities		(168,357)	(153,593)
Net cash from financing activities		(168,357)	(153,593)
Total cash movement for the year		435,113	(64,778)
Cash at the beginning of the year		391,393	456,171
Total cash at end of the year	5	826,506	391,393

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Annual Financial Statements for the year ended 28 February 2019

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act 71 of 2008. The annual financial statements have been prepared on the historical cost basis, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	5 - 10 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 - 10 years
Computer equipment	Straight line	3 years
Other equipment	Straight line	5 - 10 years
Radio equipment	Straight line	5 - 10 years

Where major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to the components and they are depreciated separately over each component's useful life.

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

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Annual Financial Statements for the year ended 28 February 2019

Accounting Policies

1.2 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. Those debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

1.3 Tax

Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences.

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the deductible temporary difference can be utilised.

Deferred tax asset is recognised for the carry forward of unused tax losses and unused STC credits to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused STC credits can be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense.

1.4 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Finance leases – lessee

Finance leases are recognised as assets and liabilities at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments.

The lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the effective interest method.

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Annual Financial Statements for the year ended 28 February 2019

Accounting Policies

1.4 Leases (continued)

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

1.5 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment or intangible assets or goodwill or investment property on the cost model may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

1.6 Government grants

Grants that do not impose specified future performance conditions are recognised in income when the grant proceeds are receivable.

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable.

1.7 Revenue

Revenue is recognised to the extent that the company has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the company. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

Interest is recognised, in profit or loss, using the effective interest rate method.

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Annual Financial Statements for the year ended 28 February 2019

Notes to the Annual Financial Statements

Figures in Rand

2019

2018

2. Property, plant and equipment

	2019			2018		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Computer equipment	220,269	(202,107)	18,162	212,573	(190,681)	21,892
Furniture and fixtures	210,369	(194,708)	15,661	202,673	(179,040)	23,633
Motor vehicles	503,169	(97,330)	405,839	184,992	(27,604)	157,388
Office equipment	1,083,915	(848,893)	235,022	1,034,150	(706,085)	328,065
Other equipment	12,361	(2,929)	9,432	2,433	(2,432)	1
Radio equipment	1,972,573	(434,411)	1,538,162	51,081	(49,034)	2,047
Total	4,002,656	(1,780,378)	2,222,278	1,687,902	(1,154,876)	533,026

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Other changes, movements	Depreciation	Closing balance
Computer equipment	21,892	7,696	-	(11,426)	18,162
Furniture and fixtures	23,633	7,696	-	(15,668)	15,661
Motor vehicles	157,388	318,177	-	(69,726)	405,839
Office equipment	328,065	49,765	-	(142,808)	235,022
Other equipment	1	9,928	-	(497)	9,432
Radio equipment	2,047	1,921,489	1	(385,375)	1,538,162
	533,026	2,314,751	1	(625,500)	2,222,278

3. Other financial assets

At fair value

Stanlib Multi Manager Property Fund A
Stanlib Enhanced Yield Fund A

40,528 43,560
34,409 31,922

74,937 75,482

Current assets

At fair value

74,937 75,482

4. Trade and other receivables

Trade receivables
Accrued income

780,713 456,606
594,244 606,473

1,374,957 1,063,079

5. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand
Bank balances

12,484 -
814,022 391,393

826,506 391,393

Zibonele FM

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Annual Financial Statements for the year ended 28 February 2019

Notes to the Annual Financial Statements

Figures in Rand	2019	2018
6. Trade and other payables		
Trade payables	1,507,407	1,079,364
VAT payable	54,845	60,080
Employees taxes	27,735	-
Other payables	-	(3,745)
	1,589,987	1,135,699
7. Other financial liabilities		
At amortised cost		
Finance Lease: Samsung OS 7070 PABX	-	19,670
Finance Lease: Canopy Genset (Generator)	130,731	210,943
Finance Lease: Canopy Digital MFP + CCTV	123,327	156,230
Finance Lease: Gigaset DA610	9,711	13,773
Finance Lease: Samsung 9K BTU Aircon	57,573	72,932
Finance Lease: Samsung Office Server	11,586	27,737
	332,928	501,285
Non-current liabilities		
At amortised cost	136,677	332,929
Current liabilities		
At amortised cost	196,251	168,356
	332,928	501,285
8. Revenue		
Rendering of services	6,693,506	5,214,259
9. Other income		
Donations received	126,900	32,825
Grants: Employees tax incentive	2,080	11,776
Grants: MDDA	2,063,771	-
Grants: MICT SETA	1,128,866	-
Profit on sale of assets and liabilities	-	32,525
Sundry income	12,600	30,523
	3,334,217	107,649

Zibonele FM

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Annual Financial Statements for the year ended 28 February 2019

Notes to the Annual Financial Statements

Figures in Rand	2019	2018
10. Employee cost		
Employee costs		
Basic salaries	2,428,886	2,311,570
Commissions	680	-
Bonus	203,651	199,659
UIF	24,340	24,567
WCA	11,931	10,749
SDL	32,269	29,061
Other payroll levies	108,053	99,423
Leave pay provision charge	(1,162)	(72,316)
Arbitration award	26,263	26,715
SETA Allowances	(93,600)	-
SETA Allowances: Stipends	527,254	-
Other benefits	18,000	21,990
Travelling allowances	114,336	120,115
Staff loans	4,588	-
Incentive allowances	317,625	216,600
	3,723,114	2,988,133
11. Investment revenue		
Interest revenue		
Bank	26,472	2,819
12. Finance costs		
Non-current borrowings	60,630	86,103
Bank	446	1,163
	61,076	87,266
13. Cash generated from operations		
Profit (loss) before taxation	2,037,235	(256,048)
Adjustments for:		
Depreciation and amortisation	625,500	220,781
Profit on sale of assets	-	(32,525)
Interest received	(26,472)	(2,819)
Finance costs	61,076	87,266
Fair value adjustments	545	(36,309)
Movements in provisions	112,532	-
Other non-cash items	(1)	(2)
Changes in working capital:		
Trade and other receivables	(311,878)	66,720
Trade and other payables	454,288	(46,681)
	2,952,825	383

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Annual Financial Statements for the year ended 28 February 2019

Detailed Income Statement

Figures in Rand	Note(s)	2019	2018
Revenue			
Rendering of services		6,693,506	5,214,259
Other income			
Donations received		126,900	32,825
Gains on disposal of assets		-	32,525
Grants: Employees tax incentive		2,080	11,776
Grants: MDDA		2,063,771	-
Grants: MICT SETA		1,128,866	-
Growth on investments		-	36,309
Interest received	11	26,472	2,819
Sundry income		12,600	30,523
		3,360,689	146,777
Expenses (Refer to page 18)		(7,955,339)	(5,529,818)
Operating profit (loss)		2,098,856	(168,782)
Finance costs	12	(61,076)	(87,266)
Fair value adjustments		(545)	-
		(61,621)	(87,266)
Profit (loss) before taxation		2,037,235	(256,048)
Taxation		(130,866)	152,535
Profit (loss) for the year		1,906,369	(103,513)

Zibonele FM

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Annual Financial Statements for the year ended 28 February 2019

Detailed Income Statement

Figures in Rand	Note(s)	2019	2018
Operating expenses			
Accounting fees		(202,406)	(141,602)
Auditors remuneration		(69,950)	(60,960)
Bad debts		(123,704)	-
Bank charges		(53,602)	(42,385)
Broadcast costs		(360,405)	(266,969)
Cleaning		(811)	(5,689)
Computer expenses		(39,303)	(16,654)
Consulting and professional fees		(44,500)	(87,070)
Depreciation, amortisation and impairments		(625,500)	(220,781)
Donations		(12,700)	-
Employee costs		(3,723,114)	(2,988,133)
Entertainment		(6,133)	(14,081)
Events: Gospel show		(78,719)	(156,093)
Events: Maskandi Festival		(31,919)	(30,993)
Events: Other		(326,296)	(152,141)
Fines and penalties		(11,958)	-
Insurance		(107,669)	(100,821)
Lease rentals on operating lease		(158,634)	(187,670)
Marketing expenses		(229,207)	(145,821)
Meetings & workshop		(40,064)	(23,805)
Motor vehicle expenses		(46,713)	(28,924)
Municipal expenses		(77,250)	(66,314)
Office expenses		(35,850)	(18,860)
Other expenses		(33,302)	(37,098)
Petrol and oil		(186,443)	(160,366)
Printing and stationery		(33,372)	(6,940)
Production expenses		(48,834)	(1,800)
Repairs and maintenance		(81,325)	(65,412)
Security		(106,702)	(34,059)
Staff awards & gifts		(51,153)	-
Staff welfare		(12,847)	(12,459)
Subscriptions		(3,437)	(2,632)
Telephone and fax		(360,096)	(377,884)
Training expenses		(565,507)	(31,090)
Travel expenses		(65,914)	(44,312)
		(7,955,339)	(5,529,818)

VI. Financials

(To be completed by the Accountant / CFO)

1. Break-even calculation
2. 12-month profit and loss projection (month-by-month) and a three-year profit and loss projection (quarter-by-quarter)
3. A 12-month cash-flow projection and a three-year cash-flow projection (quarter-by-quarter)
4. A projected balance sheet at the end of years one to three

Appendix 8.2

Operational Budget

ZIBONELE FM
BUDGET FOR 2016/2019

Month	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	TOTAL
Cash In:													
Long Term Loan Received													225 000
Gravel Show													8 687 870
Advertising Income	540 395	726 575	726 575	726 575	726 575	726 575	726 575	726 575	726 575	726 575	778 792	778 792	778 792
Training Income	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500	62 500
Dividend Earned													750 000
A. Total Cash In	602 895	789 075	789 075	789 075	789 075	789 075	789 075	789 075	1 014 075	840 792	840 792	840 792	9 652 870
Cash out:													
VAT PAYMENTS (Output tax only)													
Accounting Fees - Monthly retainer	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700	10 700
Accounting Fees - Other/ Adhoc services													5 500
Adhoc fees													2 500
Bank Charges	2 893	3 786	4 180	4 172	2 822	6 576	3 215	2 986	4 156	2 240	2 562	2 797	60 960
Broadcasting Costs - Research	10 500												42 385
Broadcasting Costs - Media Research	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 500
Broadcasting Costs - SAMRO	2 421	2 421	2 421	2 421	2 421	2 421	2 421	2 421	2 421	2 421	2 421	2 421	287 895
Broadcasting costs - Blue Cow	1 479	3 139	3 139	3 139	3 139	3 139	3 139	3 139	3 139	3 139	3 139	3 139	37 921
Broadcasting costs - DSTV	500	500	500	500	500	500	500	500	500	500	500	500	20 892
Cleaning													8 152
Computer Expenses													8 549
Computer software - Sage One													2 511
Consultation Fees	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	30 140
Directors fees	2 977	3 409	3 409	3 409	3 409	3 409	3 409	3 409	3 409	3 409	3 409	3 409	40 500
Electricity & Water	2 070												37 364
Functions and Events	2 018	2 018	2 018	2 018	2 018	2 018	2 018	2 018	2 018	2 018	2 018	2 018	25 375
Fundraising Expense	142	142	142	142	142	142	142	142	142	142	142	142	1 587
Insurance - Liquid	105	105	105	105	105	105	105	105	105	105	105	105	1 264
Insurance - Mitelemat	5 123	6 798	5 845	6 663	5 845	6 216	5 136	4 407	5 613	5 613	5 613	5 613	68 498
Insurance - Regent													
Insurance - Santam													
Insurance - Telesure - 250064155													
Insurance - VAP Insurance	326	326	326	326	326	326	326	326	326	326	326	326	4 108
Interest Paid													1 163
Lease rentals - Asertfin (Printer)	20 562	20 562	21 091	21 311	21 311	21 311	21 311	21 311	21 311	21 311	21 311	21 311	277 168
Lease rentals - Winfin (PAOD)	4 496	4 496	4 496	4 496	4 496	4 496	4 496	4 496	4 496	4 496	4 496	4 496	55 855
Rent Paid	10 775	10 775	10 775	10 775	10 775	10 775	10 775	10 775	10 775	10 775	10 775	10 775	89 509
Advertising													700
Marketing	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	170 000
Meetings & Workshops	9 805	11 500											21 305
Motor vehicle expenses - Fuel & Oil	27 652	12 312											160 366
Motor vehicle expenses													2 985
Motor vehicle expenses - Truck	201												2 209
Motor vehicle expenses - Repairs & Maintenance	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	42 000
Office supplies													3 470
General Expenses													14 958
Travel - Local	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	42 000
Outreach Programme													1 523
Outside Broadcast Expenses	2 500												2 500
Postage & Stamps													100
Printing & Stationery	620												6 240
Promotional Competition - Cula Zibonele													10 000
Radio Awards (National)													9 500
Repairs & Maintenance													22 564
Salaries - Arbitration Award													26 715
Salaries & Wages (Incl UIF & SGL Contr)	226 114	226 114	226 114	226 114	226 114	226 114	226 114	226 114	226 114	226 114	226 114	226 114	2 713 370
Salaries - Incentive Allowances	21 000	18 000	18 000	18 000	18 000	18 000	18 000	18 000	18 000	18 000	18 000	18 000	216 600
Salaries - Bonuses	13 955	5 955	27 708	39 583	8 455	8 455	8 455	13 879	23 714	31 145	6 342	6 342	198 659
Salaries - Staff Awards													56 145
Staff awards - Annual staff awards													15 000
Salaries - Retirement Annuity (Employer)													68 423
Salaries - Risk Insurance (Employer)													31 000
Salaries - Provident Fund	22 000	22 000	22 000	22 000	22 000	22 000	22 000	22 000	22 000	22 000	22 000	22 000	270 000
Staff Training Expenses	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000	110 000

ZIBONELE FM
BUDGET FOR 2018/2019[illegible]

Appendix 8.3

Business Plan



ZIBONELE FM

BUSINESS PLAN

2019



103

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Confidentiality Agreement

The undersigned reader acknowledges that the information provided by **Zibonele Community Radio Station** (Radio Zibonele) in this business plan is confidential; therefore, reader agrees not to disclose it without the express written permission of Radio Zibonele.

It is acknowledged by reader that information to be furnished in this business plan is in all respects confidential in nature, other than information which is in the public domain through other means and that any disclosure or use of same by reader, may cause serious harm or damage to Radio Zibonele

Upon request, this document is to be immediately returned to Radio Zibonele.

Signature

Name (typed or printed)

Date

This is a business plan. It does not imply an offering of securities.

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Meaning of abbreviation

- | | |
|--------|------------------------------|
| 1. DOP | Detailed Operational Plan |
| 2. NGO | Not for Gain Organization |
| 3. NPO | Non Profit Organization |
| 4. RBO | Religious Based Organization |

List of figures

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Words used interchangeably

- | | | | | |
|-------------------|---|----------------------------------|---|----------|
| 1. Radio Zibonele | / | Zibonele Community Radio Station | / | Zibonele |
| 2. Board | / | Board of Directors | | |

I. Company Summary

Zibonele Community Radio Station, trading as Radio Zibonele, hereinafter referred to as Zibonele, is a full-service community radio station operating in Khayelitsha, Cape Town, at 98.2 FM. The station's broadcast area is Khayelitsha and surrounding areas, as stipulated in license conditions.

Zibonele was founded in 1993, to provide and advance the electronic communications in a form of radio frequency transmissions and to serve as a community sound broadcasting service to the community of Khayelitsha and the surrounding areas. Since its' inception, Zibonele has offered its' constituency informative, educational and entertaining radio; and has also offered leadership and development to hundreds of community members. Over the years, Zibonele has achieved the following:

- Is the 3rd biggest Community Radio Station in the country 2013 - 2014.
- Second biggest Community Radio Station in Western Cape Province 2013-2014.
- Over the years, Zibonele has developed broadcasting individuals who are now serving in various roles in government and public broadcasting radios.

1. Legal Status

Radio Zibonele is a Not for Profit / Not for Gain Organization registered under Non-Profit Organization Act, or Section 21 of the Companies Act.

2. The office

The offices and broadcasting studios of Radio Zibonele are determined by the Board of Directors from time to time in line with all the procedures dictated by the broadcasting authority license conditions and Radio Zibonele's Constitution.

Currently, Zibonele's offices and broadcasting studios are situated at Ketric Building, Gwalazi Drive, Khayelitsha.

3. Objectives (to be achieved by 2020)

- a) To have a multi-purpose centre, fully equipped.
- b) To develop and consolidate our fundraising strategies so that Zibonele remains self – sustainable.
- c) Increase discipline and incentives and utilize creativity to create a seamlessly professional and appealing product comparable to other radio stations.
- d) Continue to build a very strong brand of Zibonele by utilizing all existing platforms.
- e) Double revenues and listenership by 2020.
- f) Build sustainable relationships with all stakeholders and strategic alliances.

4. Vision

Our vision is to be the community radio station most admired for its staff performance, innovation and integrity. A community radio station that is responsive to community needs and development through public broadcasting.

5. Mission

As a trusted catalyst for lifelong learning, Radio Zibonele public broadcasting engages and enriches our community through distinctive programmes and services.

6. Key to succeed

- a. Good communication between the Board of Directors, management and entire staff.
- b. Stay focused on this document as the driving force of business for Zibonele and keep the business plan current.
- c. Emphasis on staff development and implementation of policies and systems.

II. Services

1. Description of the services

Zibonele is offering community radio service that includes local public affairs, national and world news, and information about local events and interests. This ensures that our listenership is informed, educated and entertained.

Zibonele also serves as local source for emergency news and information. Zibonele is a vital communications link in the event of emergency, announcements and community awareness programs.

Zibonele also serves as a medium for advertising. Local businesses, non-governmental and governmental organizations can advertise their products and services by advertising for 30 or 45 seconds or having live reads or 30-minutes to 60-minutes programmes.

2. Programming

The programming of Zibonele offers something to everyone, it is structure in such a way that it covers most issues of its constituency. There content has been strategically designed that it reaches the interests of most of its' listeners and is as follow:

Speech		News		Music		Language	
Talk	80%	Local	60%	Local	10%	Xhosa	80%
Music	20%	National	30%	National	60%	English	10%
		International	10%	International	30%	Afrikaans	10%

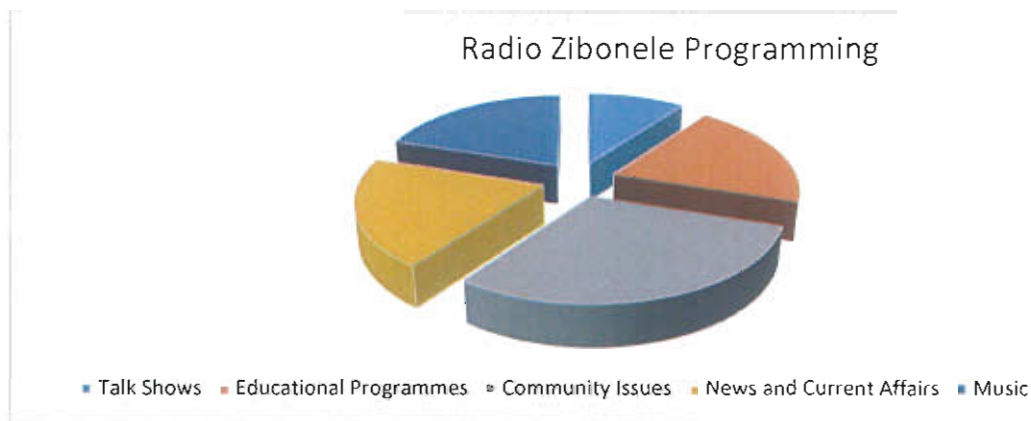
Programming Content

3. Programming Content

The station's content seek to develop, educate, empower, entertain and raise awareness in engaging the community in issues of interest and relevance to them. We do this by having programming that addresses issues affecting and raised by community itself with the community involved in the generation and broadcast of such content. Issue are not dealt with through broadcast only, but through other participatory methods the stations deems appropriate.

a. The content comprise of categories such as:

- a. Music
- b. Education
- c. Entertainment
- d. Sport
- e. News
- f. Religion
- g. Socio Economic issues
- h. Business
- i. Politics
- j. Health etc.



Radio Zibonele Programming

a. Such content will be derived from a variety of sources in the community such as:

- a. Churches
- b. RBO's/NGO's
- c. Government (Local, Provincial and National Government Departments)
- d. Schools and Higher education institutions
- e. Political Parties
- f. Sports teams (Local teams, provincial and National teams)
- g. Other media (Internet, news papers, etc)
- h. Syndicated and prepackage from content service providers
- i. Workers Unions
- j. Community Forums (women's, societies, youth, etc.)
- k. Community members
- l. Police, etc.

III. Marketing Plan

1. Market Analysis Summary

The primary target audience for Zibonele ranges from primary school children to senior adults who can understand IsiXhosa, residing in areas which are covered by our frequencies. Zibonele is having programmes that are specifically designed to target each and every age group, culture and religious practiced in these areas.

According to the City of Cape Town planning district statistics, compiled in 2011; there's more than 1 000 000 (one million) people residing in Khayelitsha. Out of this 99% can speak and understand IsiXhosa. This number is growing at a rapid rate, as the City of Cape Town, attract a lot of people from other provinces, especially the Eastern Cape, which predominantly Xhosa speaking.

The secondary target of Zibonele is businesses, NGO and governmental departments; operating in areas that Zibonele can reach. According to City of Cape Town, there's a growth in both formal and informal businesses operating in Khayelitsha. All these businesses, must communicate their products to their target market, Zibonele is a perfect vehicle to do so.

2. Market Segmentation

Zibonele serves the following groups:

- Listenership
 - Ages 5 – 12 years old
 - Ages from 13 – 19 years old
 - Ages 20 – 35 years old
 - 35+ years old
- Advertisers
 - Local and National businesses
 - Local and National NGOs
 - Government Departments

3. Target Market Segment Strategy

The primary target audience for Zibonele ranges from primary school children to senior adults who can understand IsiXhosa, residing in areas which are covered by our frequencies. Zibonele is having programmes that are specifically designed to target each and every age group, culture and religious practiced in these areas.

Radio Zibonele is required by law that the community to which it broadcasts, participate fully, in both the management (i.e Board) and decision-making on content of the programmes (i.e. Programmes summit) which will be aired to the listeners, by virtue of its' legal status as a community radio station. The advantages of involving target market, is that the content of our programmes speaks directly to them.

4. Strategy and Implementation Summary

The following summary includes a situational analysis of Zibonele, a description of the station's competitive edge, a marketing strategy, and a fundraising strategy and forecast.

4.1 SWOT Analysis

Zibonele's strategy stems from its internal strengths and weaknesses and external opportunities and threats. Its strengths include being available to anyone with a broadband internet connection, offering diverse opportunities for community members development, offering a diverse on-air rotation, and having a strong reputation in local community for news and staff development. However, Zibonele does suffer from several weaknesses, including lack of resources such as own building and weakness of signal.

External factors influence Zibonele's potential as well. Opportunities include technological development and low overhead costs. Despite this, immense competition and the inevitable limitations associated with being a non-profit organization provide considerable threats to Zibonele.

4.1.a Strength

- Develop people from grass root

- Led by management that fully understand challenges of community radio station
- Zibonele is self-sustainable

4.1.b Weakness

- Does not have enough resources (spacious building, mobile studio, latest equipment etc.).
- Zibonele's signal is not strong enough to cover the area its supposed to cover as per broadcasting license.

4.1.c Opportunity

- Zibonele is the only black community radio station in Cape Town.
- Zibonele is situated in Khayelitsha, one of the biggest township in South Africa.
- Our programmes caters' for all ages, religious and cultural group present in our coverage area.

4.1.d Threads

- As we are recruiting from grass root, people take time to get experience.
- We are operating in a community that is too political.
- We only survive through advertising and sponsorships.

4.2 Competitive Edge

Zibonele stands apart from its competition because of the diverse combination it offers its listenership, both young and old listeners. The following is a non- exhaustive list of features that set Zibonele apart from competitors:

- Zibonele has very skilled and experienced Board of Directors
- Our programmes caters' for all ages, religious and cultural group present in our coverage area.
- Led by management that fully understand challenges of community radio station
- Zibonele is the only black community radio station in Cape Town.
- Zibonele is situated in Khayelitsha, one of the biggest township in South Africa.

4.3 Market Strategy

Radio Zibonele will employ a two-pronged approach to market the station:

1. On air strategies:
 - a. Through station identity jingles, station promos, on-air competitions or give-aways of branded Radio Zibonele material (t-shirts ,caps, keyrings ,etc).
2. Off-air strategies:
 - a. word- of –mouth,
 - b. promotional campaigns ,billboards ,t-shirts, posters at other
 - c. organizations , flyers, newspaper advertising etc.
 - d. Facebook and other social networking web sites,
 - e. Press releases to outside media outlets.
3. In the works for near-future marketing campaigns include:
 - a. Target market surveys.
 - i. By asking target market what do they want from us
 - b. Participating in charity events.
 - i. Awareness marches, walks, and ceremonies will be attended by Zibonele members and the Marketing department will host more benefit concerts and events.

4.4 Fundraising Strategy

Currently, Zibonele raises money by:

- Annual events such as gospel shows, business breakfast and gala dinner.
- Donations from community members.
- Subscriptions from members.
- Strategic alliances

In the future, Zibonele will raise money by:

- Making use of internet and social media.
- Spots activities

IV. Operational Plan

1. Facility and personnel

Zibonele operates out of a single building in Ilitha Park, Khayelitsha. Operations are managed by the Station Manager, supported by the management team of four managers and complemented by 16 full time staff and 8 volunteers. Zibonele is leasing the office space where it is operating from and this results in certain limitations. Thus, Zibonele is in a process of acquiring its' own building.

2. Operating Equipment

Zibonele is sufficiently equipped to deliver its' mandate.

3. Detailed Operational Plan

Radio Zibonele's detailed operational plan (see appendix 1) covers in details the operations of Zibonele, systems and procedures.

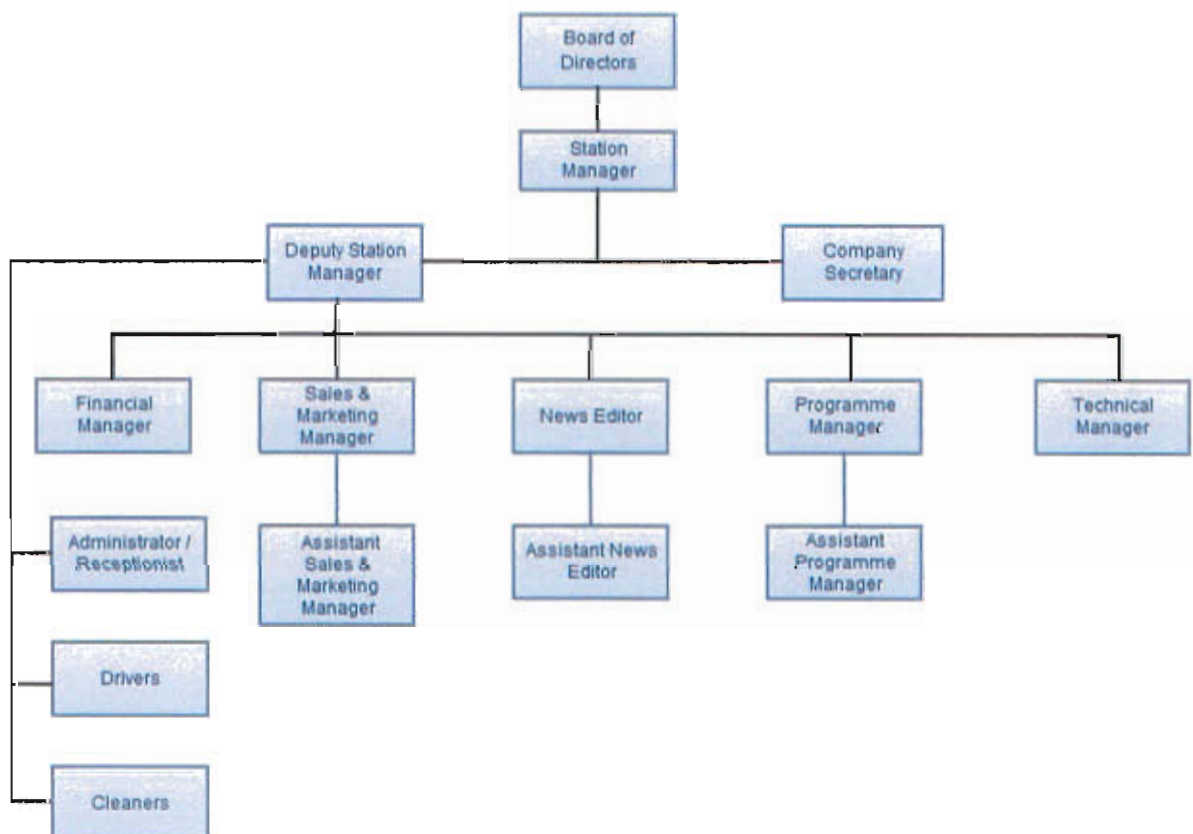
V. Management

At the core of Zibonele is an infrastructure of community members and volunteers who are tasked with the implementation and administration of a community resource and who are driven by the passion to bring independent media to the community.

Zibonele's management team, under the guidance and oversight of board of directors, are tasked with running and operating Radio Zibonele on daily bases. At the helm of this team, is the Station Manager, supported by four managers including the Deputy Station Manager.

The Board of Directors meets once per term and the subcommittee meet in between BOD's meetings. The management team meets weekly.

Radio Zibonele Organogram 2014



Proposed organogram for Radio Zibonele, as from 2014

1. Board of Directors

The Board governs the organization through active oversight of:

- i) Mission development and long-range planning
- ii) Financial management
- iii) Resource development and fundraising
- iv) Board education and development.

2. Station Manager

- b) Station Manager is responsible for the day-to-day running of Radio Zibonele - leading the management team to ensure they meet the key objectives of the station in terms of output, audience and revenue.

The Station Manager is supported by the following key employees:

2.1 Deputy Station Manager

- c) Deputy Station Manager oversee the day-to-day operations as Radio Zibonele's Deputy Station Manager. Serves in the stead of the Station Manager in his absence.

2.2 Sales and Marketing Manager

- d) Sales and Marketing Manager is responsible for generating the income for Radio Zibonele from advertising sales and sponsorship. This primarily involves selling the benefits of Zibonele as an advertising medium, to both media agencies and individual clients. And also to increase brand awareness and loyalty, grow audiences, and attract advertisers.

2.3 Programme Manager

- e) Plans and coordinates the programming of a Radio Zibonele. Manages programming resources including personnel and broadcast materials.

2.4 News Editor

- f) The Editor's role is to oversee and direct the work of a news team supplying news content to Radio Zibonele.

To increase efficiency, Zibonele must appoint a Company Secretary, Financial Manager and a qualified technician with computer and sound engineering background. This should take place within the financial year 2014 – 2015.

a) Company Secretary

The Company Secretary is responsible for the entire company secretarial function of the station and its subsidiaries. The company secretary will be the central source of advice and support on corporate governance and compliance with all statutes relevant to Zibonele such as ICASA Act and Company Act.

b) Financial Manager

Financial manager provides financial support, advice and guidance to the operational activities of the station and performs all financial related tasks necessary to achieve Zibonele's objectives.

c) Technical Manager

Technical manager is responsible for overseeing the technical operations of Radio Zibonele, including the general IT support, management of production studio and broadcasting studio and ensures that advertising and promotional content meet the standards of Zibonele and ICASA.

Appendix 9.1

Details of Board of Directors
Senior Management and
Organogram



Ketric Building. No 19 Ngcwalazi Drive
Ilitha Park. 7784



021 361 7109
info@zibonelefm.co.za
www.zibonelefm.co.za



BOARD MEMBERS CONTACT LIST

NAME	POSITION	CONTACT NUMBER	EMAIL
Mthetheleli Vellem	Chairperson	0605547160	mtheza1@gmail.com
Gloria Mabaso	Dep. Chairperson	0605547150	riamabaso1@gmail.com
Xolani Holiday	Secretary	0609768778	xolaniholiday10@gmail.com
Nophiwe Magodla	Treasurer	0732826767	nophiwe.magodla17@gmail.com
Loyiso Silwana	Board member	0746751433	loyiso.silwana@yahoo.com

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)

PERSONAL INFORMATION

Names : Mthetheleli
(Mtheza)
Surname : Vellem
ID number : 760505 6182 081
Drivers license • Code 10
Nationality • South African
Languages : English, Xhosa
Marital Status : Married
Dependents
Health • Good

BIOGRAPHICAL INFORMATION

Home address : 10 Msobomvu drive
Ilitha Park
Khayelitsha, 7784
Cape Town

Cell : 060 554 7160/ 0823098192

Office line : 021 403 8907

E-mail Address : mthezal@gmail.com/ mvellem@parliament.gov.za EDUCATION

Last school attended: Ganizulu Senior Secondary School.

Highest grade passed: Grade 12 (1997)

FURTHER EDUCATION AND TRAINING

INSTITUTION	COURSES/SKILLS	QUALIFICATIONS	YEAR
Management College of Southern Africa (Mancosa)	Bachelor of Public Admin	Accredited 3yr Degree	studying
Damelin Management School	Sales and Marketing	Accredited Certificate	2000
A+ Computer training	MS Office level 1 (Word, Excel, Internet, PowerPoint, Typing)	Certificate	2006
Work Skills Resources	Secretariat, Business, Report writing skills	Certificate of attendance	2009
ZAG Consultants	Office Administration	Accredited Certificate	2010
Premier Corporate Consultants	Effective Communication	Certificate of attendance	2010
Staffing Direct	Leadership Management	Accredited certificate	2011
Noshtag Safety trainers & consultants	First Aid level I Legal liability SHE Rep Basic Fire Extinguisher Handling	Accredited certificates	2017

WORK EXPERIENCE

1. Employer: Parliamentary Caucus

Title: Secretary of the ANC study group (Small Business Development)

Key Performance Areas:

- Provide secretarial and administrative to the whip and members of the Study group in an efficient and highly professional manner.
- Request, receive and package information/ documents for meetings.
- Manage the provision of administrative and secretariat support to the members of Parliament.
- Prepare Study Group reports for Cluster Secretary and office of the Chief Whip.
- Co-ordinate the administrative functioning of the secretariat for MPs have adequate administrative and logistical support.
- Co-ordinate the work of the study groups.
- Conduct desktop research for members of parliament serving in my study groups.

Title: PCO Administrator

Key Performance Areas:

- Managing and controlling the constituency office on behalf of the Member of Parliament.
- Managing the telephone, computer and photo-copying facilities in the PCO.
- Typing correspondence, reports and minute taking skills. Keeping up to date records and files of all case- work and ensuring an efficient document storage system is in place.
- Alerting the MP to issues and flashpoints arising in the community.
- Providing information to the community on how to access various government services or government departments.
- Co-ordinating public programmes initiated by Parliament in the community. Attending public community events on behalf of

2. Employer: City of Cape Town Municipality

Occupation: Executive Personal Assistant.

Key Performance Areas:

- > To develop, implement and maintain systems to ensure administrative, logistic and other support.
- To provide a professional Personal Assistant service.
- To assist with research to provide a client liaison services.
 - > Act as a liaison officer for Mayoral Executive Committee Member between Local, Provincial departments and community stakeholders

Period of employment: 14 May 2007 — 31 June 2011

3. Employer: Old Mutual (Ltd Pty)

Occupation: Personal Financial Advisor

Key Performance Areas:

- Providing Financial Advice to Clients. Old Mutual Products (Life Cover & Investment).
- Interacting with different people & institutions.
- > Travelling to attend potential clients. Preparing call diaries and set up of appointment.
- Reporting to the Sales Manager.

4. Employer: SUPPLY CHAIN SERVICES

Occupation • Sales Merchandiser
Key Performance Areas:

- Selling SCS products to retail and chain stores.
- Communicating orders to SUPPLYCHAIN telesales department.
- Unpacking of products inside stores and positioning products for better sales.
- Initiate and arrange promotions with store management.
- Taking of stock management of damaged stock & Expired stock & return to the factory.

REFERENCES

(a) Ms Barbara Meier (Head of Parliamentary Caucus)

Tel no: 021403 3818

Cell no: 0725872355

(b) Mr Bheki Radebe (Trade & Industry Whip)

0720363857

021 403 3339

(c) Mr Mawande Jara: (Zibonele fm, Chief Executive Officer)

Cell no: 0846267916

South African
Certification Council



Suid-Afrikaanse

Sertifiseringsraad

SENIOR CERTIFICATE SENIOR SERTIFIKAAT

Awarded to / Toegeken aan
MTHETHELELI VELLEM

Identity number

760505C182081

Identiteitsnommer

Subjects passed

Xhosa : Fühš Language / E?-Z4Že Taaž

HG

5006-59%

Biology / Biologie EngZi-ſh : Second Language / EngZ8 :

HG

F

Tweede Taal

SC

F

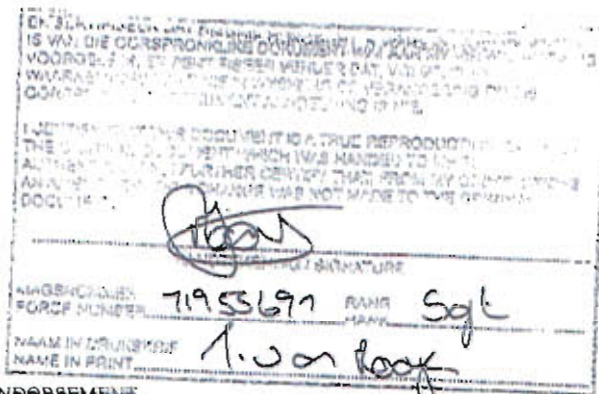
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Hž8žozg / Geüždena

Agwtžgažc / Gnoožžozaa2

S

720-
949



ENDORSEMENT

None



ENDORSEMENT

Geen

With effect from
Executive Officer

December/Desember 1997

F. Balitz

Met ingang van
Uitvoerende
Beampte

Certificate



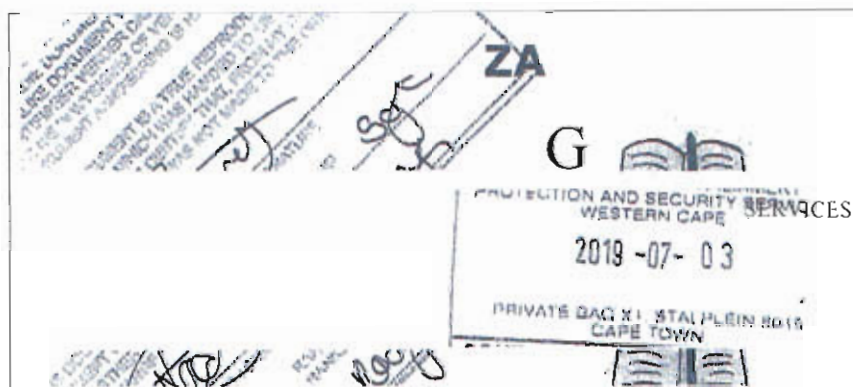
Institute of Marketing Management

Given

IMM

This 13th day
July 2000 DMS

of



Consultants

AFRICAN POLICE SERVICE



*CERTIFICATE OF COMPETENCE

This is to certify that

Mthetheleli Vellem

I.D. Number: 7605056182081

has successfully achieved competence against:

Unit Standard	Unit Standard Title	NQF Level/ Credits
123460	Develop and apply administrative principles in the implementation of Municipal Office Administration	4 /

Aligned to Qualification:

NUMBER	BAND	TITLE	LEVEL
57712	Further Education and Training Certificate	Generic Management	4
50372	Further Education and Training Certificate	Municipal Finance and Administration	4

Accredited with the Local Government Sector Education Training Authority by
the South African Qualifications Authority

03.06. 2011

Date of Issue

Di or

Certificate no: 2011/40

LGSETA Accreditation No: LG596P

Issued without alteration or erasure as an original copy



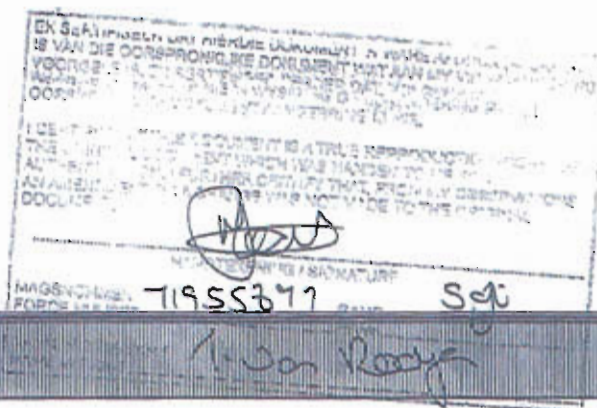
Awarded to

Miththeli Vellam



PREMIER CORPORATE CONSULTANTS 7-8th April 2010

Alan





NOSHTAC
Safety Trainers & Consultants

This is to certify that
Mthetheleli Vellem
Identity number

760505 6182 08 1
Successfully completed

**Safety, Health
And Environmental
Representative**

Level: 2
Inline with
Unit Standard ID: 259622
Certificate No: 0015417
Date: 26th October 2017

Credits: 3



Assessor

Chief Executive Officer

Valid for 2 years



Handwritten notes and stamps on the left side of the certificate, including a large 'H' and 'W' and the text '198897' and '1.307 Rooftop Sqr'.

Personal Profile

Surname	Mabaso
First Names	Cikizwa Gloria
Drive License	Code B
Contact Details	060 554 7150 riamabaso1@gmail.com
Address	30 Somerset Place, Derrick Drive, Somerset West

Technical Proficiency

COMPUTER PACKAGES

- MS Office
- E-mail and web design
- Keyboarding and document layout
- SAP
- Ms Access
- Oracle
- Summit Event Manager-Pro

Education History

EDUCATION

- Events Management National Diploma: CPUT (2013)
- Project Management Certificate: Varsity College (2007)
- Administration Skills for Office Administrators Certificate: CPUT (2005)
- Computer Literacy Certificate: Megabro (2004)
- Office Administration Diploma: ET Centre (2001)
- Matric

Employment History

Company:

Shoprite Holdings

Designation:

Communications Assistant

Responsibilities:

- Managing administration for the PR Department
- Secretarial support to the Line Manager
- Dealing with and filtering calls/media calls
- Caller queries and email communication
- Leave reports
- General administration
- Customer care line

Currently employed

Company:	Airports Company of South Africa
Designation:	Coordinator
Responsibilities:	<ul style="list-style-type: none"> Assisting with office logistics. Perform general clerical duties. Dealing with queries from external and internal stakeholders. Filing of strategic information and maintain electronic and hardcopy system. Organize and update appointments on electronic diary Prepare correspondence, reports, material for publications and presentations. Setup and coordinate meetings, workshops. Create, transcribe, and distribute meeting agendas and minutes Coordinate project-based work. Provide administrative support relating to the preparation of Capex and Tender committee's submission documents and coordinate all procurement. Process purchase requisitions/orders within purchasing authority.
	Contract Ended (Oct 2014-November 2016)
Company:	Parliament Constituency Office
Designation:	Office Coordinator
Responsibilities:	<ul style="list-style-type: none"> Assists office staff in maintaining files and databases Prepare reports, presentations, memorandums, proposals and correspondence Create, transcribe, and distribute meeting agendas and minutes Monitors office operations Schedules appointments and meetings Coordinate project-based work.
	<p>Event implementation</p> <ul style="list-style-type: none"> For specific events prepare a detailed list of invitees from master guest lists i.e. check correct titles and information. Draft individual event seating plans (i.e. group relevant guests together at tables) for approval. Co-ordinate and oversee the collation of the handouts/documentation for events. Manage the printing and preparation of event stationery (e.g. name tags, place cards etc.) Co-ordinate the sourcing and packing of all the items on the individual event checklists (includes following up with the relevant parties, e.g. sponsors, on receipt of items due by them). Responsible for updating event evaluation reports. Forward confirmation of attendance via email to the delegates. After the event draw a delegate contact detail list, to be submitted to the sponsor within the agreed timeline.
	Temporary - November 2013-May 2014
Company:	City of Cape Town (Urban Renewal Programme)
Designation:	PA to the Director
Responsibilities:	<ul style="list-style-type: none"> Assisting with office logistics. Perform general clerical duties. Typing and submitting reports on behalf of the Director Dealing with escalated queries from external and internal stakeholders. Maintains confidentiality of all information that I get expose to. Regular liaison with the Executive Director's (ED) office on issues relating to the Director's correspondences with the ED's office. Organize and update appointments on electronic diary

Reason for leaving:

- Maintain communications within the department and with task teams regarding work plans, updating work plans.
- Follow-up on action plans from various meetings
- Making of travelling arrangements for the Director and other officials.
- Organise all departmental events.
- Processing attendance register and leave on SAP
- Asset control and maintenance
- Coordinating C3 Notification on SAP
- Coordinate project-based work.

June 2007-August 2013

Company:

City of Cape Town (City Parks)

Designation:

Department Secretary

Responsibilities:

- Attend to escalated customer queries & Inquiries
- Liaising with different departments
- Follow up with client after queries have been resolved
- Ensure Customer satisfaction at all times
- Booking & preparing all events in the department
- Keeping financial records on all functions held by the department
- Minute taking for all Executive meetings
- General admin and filing
- Interact with various departments
- Represent the company at all times

Reason for leaving:

Contract Ended
February 2007 – May 2007

Company:

City of Cape Town (CPT Metropolitan Police Department)

Designation:

Secretary: Chief and Deputy Chief of Metro Police

Responsibilities:

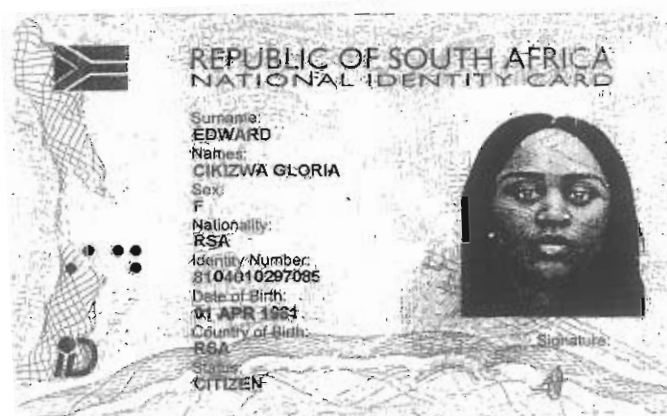
- Managing all incoming calls
- Assisting with monthly reports and stats
- Liaising with different departments within the City Council
- Handle all Travel arrangements and functions requests
- Handling all Group & conferences requests
- Prepare weekly and monthly stats reports
- Office management
- Booking & preparing all Functions
- Minute taking for all executive meetings, transcribe and distribute minutes and agendas electronically.
- Follow-up on action plans from various meetings
- General admin and filing maintenance electronic and hardcopy system
- Interact with all spheres of government
- Provide assistance and support to the Director

Reason for Leaving:

Career growth
July 2005 – January 2007

REFERENCES

1. Mr. Sefako Moloko
ACSA Terminal Manager
021 937 1346
0714758355
sefako.moloko@airports.co.za
2. Mr Monwabisi Booï
Strategic Support Manager (URP)
021 3601701
0832437959
Monwabisi.Booi@capetown.gov.za
3. Hon Dumisani Ximbi
Manager of Parliament Constituency Office
0846444754



CURRICULUM VITAE OF

XOLANI HAPPINESS
HOLIDAY

083 439 8593

Xolaniholiday10@gmail.com



Personal details

Surname : Holiday
Name : Xolani Happiness
Identity number : 7106156085084
Nationality : South African
Residential : 58612 Lwazi Street
Green point
Khayelitsha
7784
Contact numbers : 083 439 8593
Email address : xolaniholiday10@gmail.com
Home language : Xhosa
Language : Bilingual

Educational Qualifications

School : LINGELIHLE SENIOR SEC. SCHOOL
Grade : Grade 12

Tertiary Education

Current : Applicant for Master's in Public
Administration (CPUT)
Degree : B-tech: Public Management
Year : 2017
Institution : Cape Peninsula University of Technology
(CPUT)
Subjects : Public policy management, Strategic
public management, Governmental
relations, Public accountability, Research
information and management, Strategic

public human resource management, and
Public management project.

Course : Public Management ND
Qualification : National Diploma
Year : 2016
Institution : Cape Peninsula University of Technology
(CPUT)

Course : SAP University Alliances erp4school
Foundation
Year : 2016
Institution : Cape Peninsula University of Technology
(CPUT)

Course : Fundamental Management Programme
Year : 2014
Institution : North-west University (NWU)

Course : Labour Law
Year : 2010
Institution : Ditsela

Skills

Computer skills : Ms word, Excel, Power point, Publisher,
Outlook and SAP production.

Employment History

➤ Institution Zibonele FM
➤ Position Board of director's secretary
➤ Duration January 2019 till to date

Duties

- The primary role of the Secretary is to ensure that the Board functions effectively. Administratively, the Secretary complements the CEO and is functionally accountable to the Board and the Chairperson. The duties and responsibilities include:
- Maintaining statutory records and submitting relevant statutory forms and documents in respect of legislation governing Zibonele FM.
- Coordinating, managing, and directing all meetings (Board, General Meetings) and ensuring timeous proper notices and agendas are issued for meetings, preparation and distribution of meeting packs, recording attendance of meetings, recording minutes of proceedings, circulation of minutes and logistical arrangements.
- Prepare Annual reports on the work of the Board of Directors and such other documents which may, from time to time, be required by the Board.
- Guide the Board as to other duties and responsibilities and make them aware of all relevant legislation and regulations.
- Ensure unhindered access to appropriate information by all Board members so that they can effectively play their oversight role.
- Provide comprehensive practical and logistical support to the Chairperson of the Board.
- Implementing and ensuring maintenance of good corporate governance practice.
- Ensuring compliance with relevant statutory provisions.

Reference

Mawande Jara

Zibonele FM CEO

0825112815 or 0846267916

➤ Institution	Ward Development Forum
Position	Chairperson
Duration	2016 and current

Duties

- Presiding over the Ward Development Forum meetings.

- Public face of the Development Forum.
- Liaise with the community through stake holders in terms of the development of the ward.
- Communicate/meet with the officials of the affected departments in the City of Cape Town, in connection with the development and or employment that is directed to the ward.

Reference

Lesley Julies
KDF Secretary
084 666 0001

✂ Company	National Union of Mineworkers
Position	Regional secretary
Duration	October 2008 – September 2015
Exit reason	Resigned due to retrenchment

Duties

- Writing regional reports to both the Regional Committee meeting and National Executive Committee meeting.
- Taking minutes of the Regional Committee meeting.
- Supervising the Western Cape regional staff members.
- Dealing with regional correspondences and lead negotiations for members.
- Issuing official receipts for all monies received in the region.
- Submitting financial reports in the Regional Committee meetings.
- Ensuring that proper books of account are kept and that they are audited annually.
- Ensuring that all legal requirements and controls in respect of the financial matters are adhered to.
- Ensuring that a register of members is maintained.
- Representing shop stewards from the company hearings up to the CCMA level.

Reference

France Baleni
General Secretary
082 375 6443

➤ Company	Infraset
Position	Quality control officer
Duration	February 1996 – October 2015
Exit reason	Retrenched

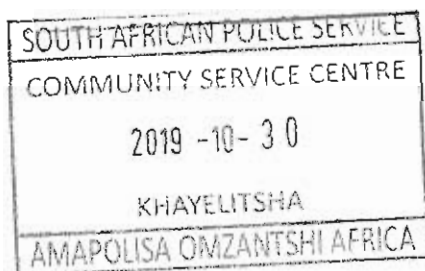
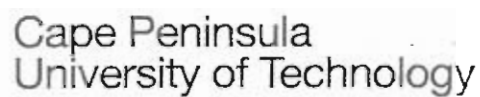
Duties

- Supervise quality control staff.
- Ensuring adherence to quality standards as adopted by the company for its products.
- Keeping the quality test records and producing them to the senior management when necessary.
- Authorise test records and therefore stencil the product with the pass mark so that it can be ready for sale.

Reference

Douglas Atterbury
Regional Sales Manager
082 551 5566

-----END-----



~~009218~~ SGT
H. H. MURPHY

THE
DEGREE
BACCALAUREUS TECHNOLOGIAE

PUBLIC MANAGEMENT

is awarded to

XOLANI HAPPINESS HOLIDAY

student number

214206920

with effect from

01 DECEMBER 2017



Registrar

[Handwritten signature]

Vice-Chancellor



423 187



Cape Peninsula
University of Technology



THE
NATIONAL DIPLOMA

2019-10-30
SSIT
MUNCE

PUBLIC MANAGEMENT

is awarded to

XOLANI HAPPINESS HOLIDAY

student number

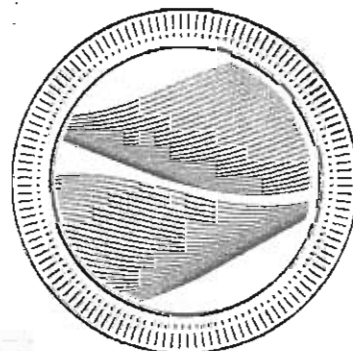
214206920

with effect from

01 DECEMBER 2016

Registrar

Vice-Chancellor



2 187 220



NORTH-WEST UNIVERSITY[®]
YUNIBESITHI YA BOKONE-BOPHIRIMA
NOORDWES-UNIVERSITEIT

SOUTH AFRICAN POLICE SERVICE
COMMUNITY SERVICE CENTRE
2019 -10- 3 0
KHAYELITSHA
AMAPOLISA OMZANTSHI AFRICA

NWU **POTCHEFSTROOM**[®]
Business School

This is to certify that

XOLANI HAPPINESS HOLIDAY

ID 710615 6085 084

has successfully completed the

**FUNDAMENTAL MANAGEMENT
PROGRAMME
2014**

proposed 48 credit points on NQF 5

NWU-PBS Director

Dean

Date of issue
28 November 2014

71029721-8	SCIT
NAME IN PRINT: XOLANI HAPPINESS HOLIDAY	

South African
Certification Council



Suid-Afrikaanse
Sertifiseringsraad

SENIOR CERTIFICATE SENIOR SERTIFIKAAT

Awarded to / Toegeken aan

HAPPINESS XOLANI HOLIDAY

Date of Birth

1971-06-15

Geboortedatum

Subjects passed / Vakke geslaag

Xhosa : First Language / Eerste Taal
English : Second Language / Engels : Tweede Taal
Biology / Biologie
History / Geskiedenis
Geography / Aardrykskunde
Aggregate / Groot totaal

HG	D	50%-59%
HG	D	50%-59%
SG	F	33,3%-39%
SG	F	33,3%-39%
LG	F	33,3%-39%
	F	720-839

ENDORSEMENT
None

207718 SET
AN NINE

ENDORSEMENT
Geen

SOUTH AFRICAN POLICE SERVICE
COMMUNITY SERVICE CENTRE
2019 -10- 3 0
KHAYELITSHA
AMAPOLISA OMZANTSHI AFRICA

With effect from

DECEMBER/DESEMBER 1993

Met ingang van

Executive Officer

J. balitz

Uitvoerende Beampte

This certificate is issued without alteration or erasure of any kind.

Hierdie sertifikaat word uitgereik sonder verandering of uitwissing van enige aard.



940 2334 7302 X

0658921

NOTICE OF PERSONAL PARTICULARS

1. Any changes to the personal particulars in your ID Book must be communicated to all relevant parties.

NOTICE OF CHANGE OF ADDRESS

1. Keep the NOTICE OF CHANGE OF ADDRESS form in this pocket to report a change of address or a change in particular of your present address e.g. name of street and/or street number etc.
2. Hand in at or post to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS

I.D. No. 710615 6085 084



S.A.CITIZEN

SURNAME
HOLIDAY

FORENAMES
XOLANI HAPPINESS

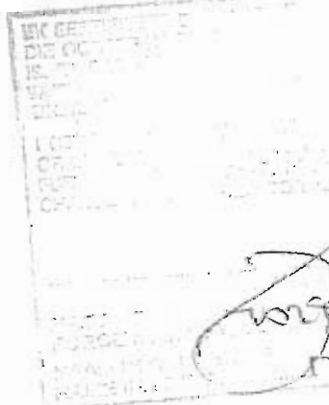
COUNTRY OF BIRTH
SOUTH AFRICA

DATE OF BIRTH
1971-06-15



DATE ISSUED
2013-03-28

ISSUED BY AUTHORITY OF
THE DIRECTOR GENERAL
HOME AFFAIRS



Handwritten signature and text:
SST
MUNCE



CURRICULUM VITAE OF NOPHIWE HAZEL MAGODLA

6770 SHOBASHOBANE STREET, SAMORA MACHELL,
PHILIPPI, 7785

PERSONAL DETAILS

NATIONALITY : South Africa
IDENTITY NUMBER : 7508051303084
EMAIL : nophiwe.magodla17@gmail.com
MOBILE NUMBER : 0732826767/0719680621
GENDER : Female
LANGUAGES : English, Xhosa
DRIVERS LICENCE : Code 8
MARITAL STATUS : Single

EDUCATIONAL BACKGROUND

NAME OF SCHOOL : Daliwonga High School
HIGHEST GRADE PASSED : Matric
SUBJECTS : English, Xhosa, History, Needlework and Clothing
Geography, Biology
YEAR : 1996

EDUCATION & QUALIFICATIONS

INSTITUTION : College of Cape Town
COURSE : Engineering Studies
SUBJECTS COVERED : Building Administration N6, Building and Structural
Construction N6,
Building and Structural Surveying N5, Quantity
Surveying N4,
Autocad Introduction
YEAR : 2005

INSTITUTION : Megabro Computer School
COURSE : Computer Literacy
SUBJECTS COVERED : Introduction to Computers
• Ms Word 2000
• Ms Excel 2000
• Ms Access 2000
• Internet, E-mail & Web Design
• Ms PowerPoint 2000
• Windows 98

INTERESTS/SKILLS

Microsoft Office - Word (Good)
- Excel (Good)
- Outlook (Good)

EMPLOYMENT HISTORY

- May 2016 - current: Amazondi Holdings Pty Ltd
Chief Executive Officer
 - Financial reports
 - Monitoring accounts and preparing activity reports and financial forecasts
 - Investigate ways to improve profitability and analyze markets for business opportunities
 - Payroll
 - Administration
- June 2016 - June 2017: Stefanutti Stocks
Community Liaison Officer
 - Liaison between Contactor and Community
 - Reporting project progress to Community
- January 2011 - December 2012: Somerset Hospital
Administrative Clerk (volunteer)
 - Admission and registration of patients
 - Patient assessment and accurate data recording
 - Safe keeping of State money and patient valuables
 - Data Capturing on Excel
 - Reporting cases to Alexander Forbes hotline
 - Suspend Road Accident Fund cases.
 - Loan and Return folders
 - Filing
 - Recruitment and Selections
- Nov.2008 - 30 June 2011: Group Five Coastal
Site Clerk
 - Time keeping through Kronos System
 - Placing orders through JDE system
 - Receipting invoices on JDE
 - Filing
 - Labour Costing
 - Operating Switchboard
- July 2002 - June 2008: R.R.Roberts Building Contractors
Administrative Clerk
 - Handling incoming and outgoing calls, doing follow ups. Working out time for employees.
 - Doing copies, faxing and filing. Emailing to some construction companies for tender inquiries and offers.
 - Placing orders for sites
- March 2000 - Feb 2002: C.M Gomes Construction

Site Supervisor

- Working out time for employees, working out square metres for subcontractors
- Payroll

REFERENCES

Amazondi Holdings (Pty) Ltd Director: Mr M.G. Mbaliswana 0842772099	Group Five Coastal H.R Officer: Mr K Ngcangca 0217636128/0824194293	C.M.Gomes Construction Director: Mr C Gomes 0118062569
Somerset Hospital Senior Administrative Officer: Mr. G Sylvester 0214026288	R.R.Roberts Building Supervisor: Mrs V. Samuels 0217150363/ 0794957960	Stefanutti Stocks Contracts Manager: Winslou Hare 083 626 9360



This document is a true copy of the original which was presented by me and that from my observations the original has not been altered in any way.



SIGNATURE

Commissioner of Oaths - Gambia, Ministry of Justice, Professional Accountant (No. 1234)

15/11/2015

This is a true copy of the original which was presented by me and that from my observations the original has not been altered in any way.



Curricula Vitae of Loyiso Elvis Silwana

D363A Kama Street

Site C

Khayelitsha

7784

Cell phone Number: +27(0) 74 675 1433

Cell phone Number: +27(0) 734770338

E-mail: loyiso.silwana@yahoo.com

Personal Details

Date of birth : 07 May 1969
I.D No. : 690507 6021 082
Gender : Male
Marital Status : Married
Home Language : Xhosa

Other Languages :	<i>Speak</i>	<i>Read</i>	<i>Write</i>
English	Excellent	Excellent	Excellent
Afrikaans	Poor	Fair	Fair
Xhosa	Excellent	Excellent	Excellent

Dependants : 03
Nationality : South African
Health : Excellent
Driver's Licence : Code 8
Criminal Record : None

Qualifications

Matric (Grade 12)
- Manzezulu S.S School

NATIONAL Certificate in Community Development

- University of Western Cape

NQF LEVEL 5-Project Management

- Insurance sector education and training authority

Other Competencies

Project Management	SAMDI
Administrative Justice Act	SAMDI
Health and Occupational Safety Course	Gray Training Academy
Basic First Aid Course	Gray Training Academy
Life Skill Course	Western Cape Provincial Training Academy
Introduction to Labour Law	Western Cape Provincial Training Academy
Conflict and Diversity Management	Independent Counseling & Private Training Academy
Security Grade B & SIRA Registration	Gray Training Academy
Skills Program – Marketing	Tira Telecoms
Skills Program – Telecommunication Network Operations	Tira Telecoms
Skills Program - End User Computing	Tira Telcoms

Personal Attributes Leadership and Community Involvement Skills

- Served as a Secretary of Ward Development Forum
- NEHAWU Shopsteward in the Local Government
- served as the Project Coordinator Khayelitsha safety and security forum
- Served as Chairperson of school governing board at Aberdare primary school
- Working as estate agent at KELLER WILLIAMS
- Currently serving in the board of Zibonele FM as a board member

Employment History

EMPLOYER	POSITION	DURATION	REASON FOR LEAVING
Department of Local Government	Community Development Worker	5 years	Resigned
Waterfront Indoors Security	Security Officer	1 year	Contract Terminated
Gray Security	Section Leader	2 years	Contract Terminated
Pro-Quad Security Services	Security Officer	2 years	Contract Terminated
Isaacs Brothers Furniture's Manufactures	Store man	2 years	Contract Terminated

References

Mr Mbuyisele Bonqwana
Chairperson of Khayelitsha safety and security forum
Contact: 0713538747

Mr Mthetheleli Vellellem
Chairperson of Zebonele FM
Contacts: 0605547160

Nolungile Sibane
Assistant Director @ Local Government
Contacts: 084 975 9065



Ketric Building, No 19 Ngcwalazi Drive
Ilitha Park, 7784



021 361 7109



info@zibonelefm.co.za



www.zibonelefm.co.za



MANAGEMENT CONTACT LIST

NAME	POSITION	CONTACT NUMBER	EMAIL
Mawande Jara	CEO	0846267916	mawande.jara@zibonelefm.co.za
Xolisa Sindaphi	News Editor	0629775525	xolisa.sindaphi@gmail.com
Zikhona Sewula	Finance Officer	0846267910	zsewula@zibonelefm.co.za
Zweli Nokatywa	Content Manager	0846267914	nokatywaz@zibonelefm.co.za
Koleka August	Sales Manager	0846267922	augustk@zibonelefm.co.za
Pheliswa Foss	Acting Marketing Manager	0846267912	pheliswa@zibonelefm.co.za

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)
LOYISO SILWANA (BOARD MEMBER)

63585 LULAMILE DANTILE STREET
MAKHAZA
KHAYELITSHA
7784
Cell No: 082 511 2815
Work : 021 483 6948
Fax No : 086 231 1065
Email: Mawande.jara36@gmail.com

MAWANDE JARA

PERSONAL DETAILS

Name	:	Mawande Jara
ID Number	:	820510 5766 080
Date of Birth	:	10 May 1982
Gender	:	Male
Race	:	African
Home Language	:	Xhosa
Marital Status	:	Single
Language Proficiency	:	Isi-Xhosa and English (speak, read and write)
Criminal Record	:	None
Driver's Licence	:	Code 10 (C1)

SKILLS AND COMPETENCIES

I have extensive experience in community development, research skill, project management skill, conflict management skill and public speaking skills. I'm a flexible person and willing to adapt to new changes. I always demonstrate passion, dedication, commitment and willingness to transform lives of the poor, those who are in conflict with the law and vulnerable groups in general.

EDUCATIONAL QUALIFICATIONS AND COURSES

Post Graduate Diploma in Small Enterprise Consulting: Tertiary School in Business Administration (2018)

(NQF level 8)

Course Contents

Applied Mentoring and Coaching, Leadership, Entrepreneurship management
Entrepreneur Finance and numeric skills, Business communication and Information management, Legal and regulatory environment and global business.

Post Graduate Diploma in Project Management

(NQF Level 8)

Course content

Management College of South Africa (2015)

General management, Business Research, Marketing Management, Financial Management, Innovation and operational management and Economics

Advance Diploma in Public Administration

(NQF Level 7)

Subjects

University Of Western Cape (2011)

Managing Operations in the Public Sector, Economics and Public Finance, Introduction to Governance and Public Administration, Public

000154

Previous Employer	Department of Community Safety
Directorate	Policy and Research
Position	Administration Officer (Level 7)
Duties	P

Policy and Research:

Assist Directorate Policy and Research in management of resources allocated to district municipalities. Assist in management and implementation of social crime prevention strategies(Youth Intervention programme, Gangs and Drugs programme, Community Safety Forums, Strategic Leadership Co-ordination). Assist the directorate in management and implementation of civilian oversight over South African Police Service. Provide assistance in management, monitor and evaluation of police service delivery and oversight of transformation policies and guidelines that are implemented by South African Police Service. Attend to queries and information requests by SCOPA, Auditor General and Provincial Parliament.

Project Administration:

Render line administrative support to EPWP projects (School Safety Project), initiate and provide support to meetings, planning sessions and conduct workshops regarding Monitoring and Evaluation issues, Assist in facilitation of Crime prevention initiatives and general administration. Manage resources allocated to projects in respect of budget. Maintain interdepartmental and external stakeholder's relations. Reconcile and update monthly budget.

4. Asset Management:

Verify that all assets on register do exist
 Ensure that assets acquired, in specific financial year are recorded,
 Discrepancies found are attended immediately, Monitor that asset registers are maintained correctly with additions, disposals, asset maintenance transactions and donations, Reporting noncompliance to institution and head office. Develop tools to monitor compliance to maintain proper management of assets.
 Ensure that action plans are developed and completed. Ensure that procedures surrounding disposal, recording of surpluses and shortages as well as handing over is correctly implemented. Reconcile BAS and DW 98 to make sure all assets will appear on LOGIS.

3. Human Resource Management:

Provide supervisory support to human resource(s). Allocate tasks to subordinates and monitor the production. Evaluate performance of subordinates and recommend training for subordinates.

Company	Department of Social Development
Duration	January 2005 – November 2007 (2 Years)
Position	Community Development Worker

Role of the organization Promote community participation in crime prevention initiatives. Bridge the gap between police/ act as the chain to link the civil society and the police. Co-ordinate and implement Anti- Crime projects. Promote volunteerism in communities to be capable of confronting crime challenges. Work as custodian to all crime prevention structures and assist in monitoring police work.

REFERENCES

Mr Mthetheleli Vellem

Board Chairperson : Zibonele FM
Office Tel : 021 361 7109
Mobile : 0605547160


Ms Zandile Mahlasela (Professional Officers)

Professional Officer : City of Cape Town
Office Tel : 021 483 6212
Mobile : 073 722 8192



Dr G. Davids


Seniour Lecturer : University of Western Cape


Office : 021-959 3830/2575
Mobile : 082 200 6974

 **REPUBLIC OF SOUTH AFRICA**
NATIONAL IDENTITY CARD

Surname:
JARA
Names:
MAWANDE
Sex:
M
Nationality:
RSA
Identity Number:
8205105766080
Date of Birth:
10 MAY 1982
Country of Birth:
RSA
Status:
CITIZEN


Signature: 





DRIVING LICENCE  **SOUTH AFRICA**

CARTA DE CONDUCAO
H. JARA

ID No: **02/8205105766080** **MALE**
Birth: **10/05/1982 ZA** Restriction: **0,0**
Licence Number: **610600003544** No.: **1**
Valid: **10/11/2018 - 03/11/2023**
Issued: **ZA**

Code: **C1**
Vehicle restriction: **0**
First issue: **17/03/2015**


Signature: 

000159



Cape Peninsula
University of Technology

THE
NATIONAL DIPLOMA

PUBLIC MANAGEMENT



is awarded to

MAWANDE JARA

student number

202136426

with effect from

01 DECEMBER 2010

Registrar

Vice-Chancellor

214 097

000160



University of the Western Cape

The Diploma

ADVANCED DIPLOMA PUBLIC ADMINISTRATION

was awarded to

MAWANDE JARA

on

20 September 2012

SOUTH AFRICAN POLICE SERVICE
HRM
2017 -01- 26
LINGELETHU WEST
AMAPOLISA OMZANTSHI AFRICA

Griner

Registrar

B. O'Connell

Vice-Chancellor



I HEREBY CERTIFY THAT THE ABOVE NAMED PERSON HAS COMPLETED THE
ADVANCED DIPLOMA IN PUBLIC ADMINISTRATION AND IS THEREFORE ENTITLED TO
THE DIPLOMA IN PUBLIC ADMINISTRATION.

MAWANDE JARA
72-93125-1111
MAWANDE JARA

201209003304

000161

Student Result Sheet - July 2014

1600037436

22 November 2016

Mr Mawande Jara

63585

Lulomile Dantile Street

Makhaza Zone 14 Khayelitsha

South Africa 7784

ID/Passport Number: 8205105766080

Nationality: South African

Qualification Status: Complete


Surname : Jara

Programme : Post Graduate Diploma in Project Management

First Name : Mawande

Student Number : 127757PDPM

Module Name	Module Code	Final Marks	Result	Comment
Project Resource Management	PRMPM	52	P	Pass
Project Communication and Risk Management	PCARMPM	55	P	Pass
Project Quality Management	PQMPPM	55	P	Pass
Project Applied Technology	PATPM	56	P	Pass
Principles of Project Management	PPMPM	62	P	Pass
Project Management Leadership	PMLPM	63	P	Pass
Project Scope and Time Management	PSATMPM	66	P	Pass
Project Financial Management	PFMPM	53	P	Pass



Dr Enslin Van Rooyen

Academic Dean



PD - Passed with Distinction | P - Pass | F - Fail | E - Exemption

NDP - Non Degree Purpose

000162

Certificate of Achievement

SOUTH AFRICA	
2017 -0	26
LINGELETH	WEST
AMAPOLISA OMZ	TSI AFRICA

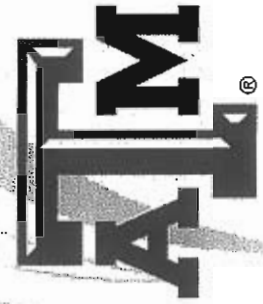
MAWANDE JARA

Radio Zibonele FM 98.2

For successful completion of the 2016
Entrepreneurship Empowerment in South Africa Program

Michael H. Morris

Michael H. Morris, Ph.D.
George & Lisa Etheridge
Academic Director, Program in Entrepreneurship
Warrington College of Business Administration
University of Florida



UNIVERSITY of the
WESTERN CAPE

Imagine > Believe > Create

000163



CERTIFICATE OF COMPETENCE

presented to

MAWANDE JARA

for attending the

POLICY DEVELOPMENT TRAINING

from

10 to 12 March 2010

A handwritten signature in dark ink, appearing to read 'Michelle', is positioned above a horizontal line.

OPERATIONS MANAGER
Michelle Marais

A handwritten signature in dark ink, appearing to read 'Lorenzo', is positioned above a horizontal line.

FACILITATOR
Lorenzo Himunchul

000184

UMALUSI



Council for Quality Assurance in General and Further Education and Training

SENIOR CERTIFICATE

Awarded to
MAWANDE JARA

Identity number

8205105766080

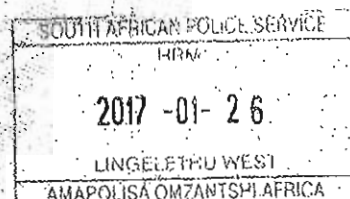
Subjects passed

isiXhosa : First Language
English : Second Language
Afrikaans : Second Language
Geography
Agricultural Science
Biology
Aggregate

HG	D	50%-59%	Nov 00
HG	F	33,3%-39%	Nov 07
SG	F	33,3%-39%	Nov 00
SG	F	33,3%-39%	Nov 00
LG	F	33,3%-39%	Nov 01
LG	F	33,3%-39%	Nov 00
	S	720-949	

MAGSOM
FORCENL
NAAM IN
NAME IN

ENDORSEMENT
None



With effect from

December 2007

Chief Executive Officer

This certificate is issued in accordance with Section 16(4)(b) of Act 58 of 2001 by
Umalusi Council for Quality Assurance in General and Further Education and Training.



081 0730 1241 G

000165

This certificate is issued without alteration or erasure of any kind



REPUBLIC OF
SOUTH AFRICA

CURRICULUM VITAE OF PORTIA KHOLEKA AUGUST

Personal Details

ID number : 8709240695088
Gender : Female
Marital status : Single
Health : Excellent
Home address : 01 Carnegie Court
Paarl Road
Goodwood
Cape Town
7460
Contact numbers : 0846267922
0213617109
Email address : akholeka@yahoo.com
Nationality : South Africa

000166

September 2014 – Current Sales and Marketing Manager – Zibonele FM – Cape Town

Duties:

- Managing all marketing for the company and activities within the marketing department.
- Developing the marketing strategy for the company in line with company objectives.
- Co-ordinating marketing campaigns with sales activities.
- Overseeing the company's marketing budget.
- Creation and publication of all marketing material in line with marketing plans.
- Planning and implementing promotional campaigns.
- Manage and improve lead generation campaigns, measuring results.
- Overall responsibility for brand management and corporate identity
- Preparing online and print marketing campaigns.
- Monitor and report on effectiveness of marketing communications.
- Creating a wide range of different marketing materials.
- Working closely with design agencies and assisting with new product launches.
- Maintain effective internal communications to ensure that all relevant company functions are kept informed of marketing objectives.
- Analysing potential strategic partner relationships for company marketing.
- Increase direct sales (work and regular pitching).
- Productive sales consultation.
- Seek and retain trade exchange deals.
- Build and maintain long term relations with clients.

May 2013 – August 2014 Programme Manager – Zibonele FM - Cape Town

Duties:

- Oversee all areas of the station's programming, including management, supervision, and development of programming staff and volunteers.
- Ensure a high quality of production and presentation is maintained in programs with appropriate support, advice and regular feedback to broadcasters
- Evaluate programs to ensure they meet station objectives, broadcasting regulations, copyright requirements and community radio's Codes of Practice 2
- Ensure that appropriate processes are in place for the selection and scheduling of programs, program development, and to provide opportunities for new ideas and broadcasting talent to develop
- Convene the Program Advisory Group and other program related forums as required
- Ensure that appropriate strategies are in place for program resources and that broadcasting resources are managed effectively for all staff and broadcasters
- Maintain a broad educational and informative basis to the station's programming and liaise with educational institutions associated with the station
- Maintain and develop associations with a broad range of organisations and individuals related to Triple R's program content
- Ensure that broadcasters receive appropriate initial and ongoing training and co-ordinate training

Educational Details

- Institution Attended : MANCOSA
Qualification obtained : Bcom Honours in Marketing Management (Student)
Duration : 1 Year (January – December 2016)
- Institution Attended : The Media Workshop (PE Campus)
Qualification obtained : National Certificate in Journalism
Duration : One Year (2009)
- Institution Attended : MSC College (PE Campus)
Qualification obtained : Diploma in Media Broadcasting and Production
Duration : Three Years (2006 – 2008)
- High school attended : Jamangile SSS
Highest grade passed : Grade 12 (2005)

Additional Skills

- Computer Skills : Ms Office (Word, Excel, Power Point and Access)
- Languages : IsiXhosa and English
- Driver' Licence : Code 8 (with own vehicle)

Good Communication Skills, Excellent interpersonal Skills, Decision making and Leadership Skills, Problem solving, Ability to handle conflict, Ability to work independently, Report writing Skills, Ability to organise and pay attention to detail.

000168

- Nosisa Mkhanyiswa – MSC College Lecturer
072 5541572 / 041 5853246
mkhanyiswan@msc.co.za
- Dense Roodt – The Media Workshop Principal
084 4484842 / 041 3641210
denise@themediaworkshop.co.za
- Mawande Jara – Zibonele FM CEO
0846267912 / 021 3617194
Mawande.jara@zibonele.co.za
- Xolani Yisaka – Nkqubela Community Radio Station Manager
041 4644471
yisakax@kqfm.co.za
- Lisa Johnson – Mancosa Student adviser
021 6716576
Lisa@mancosa.co.za

000169

I.D. No. 870924 0695 088



S.A.CITIZEN

SURNAME

AUGUST

FORENAMES

PORTIA KHOLEKA

COUNTRY OF BIRTH

SOUTH AFRICA

DATE OF BIRTH

1987-09-24

DATE ISSUED

2013-10-25



ISSUED BY AUTHORITY OF
THE DIRECTOR-GENERAL
HOME AFFAIRS

000170

PERSONAL DETAILS

Address: 8 Ruby Road

Fairdale Blue Downs

Kuilsriver

Telephone: 021 3617109 (W)

0846267914/ 0604776688 / 0824369672

Email address: zweli.nokhatywa@gmail.com

Surname	:	Nokhatywa
First Name	:	(Zweli) Zweliyangqina Freeman
Date of birth	:	16/12/1966
ID Number	:	6612166045084
Nationality	:	South African
Languages	:	Xhosa, English, Afrikaans
Gender	:	Male
Health	:	Excellent

ACADEMIC HISTORY

High School	:	Nzimankulu Senior Secondary
Subjects	:	Xhosa First Language English Second Language Afrikaans secondary Language History Geography

FURTHER STUDIES	:	2003 Management Programme for NGO's, NPO's 1999 – Understanding Community Radio Governance Certificate 1997 – Introduction to Radio Broadcasting certificate 1994 – Certificate in social law and labour law 1992 – 1993 – BA LAW 1, 2 and 3 (Incomplete) Introduction to Computer and Ms DOS Computer packages (Ms Word, Excel, Power Point, Outlook)
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000171

ABILITIES AND SKILLS

- ◆ Strong leadership skills
- ◆ Excellent organizational Skills
- ◆ Computer Literate
- ◆ Competent in high stress situations
- ◆ Team Worker
- ◆ Mediation and problem solving skills
- ◆ Public speaking

EMPLOYMENT HISTORY

2017 – To Date:

Programmes / Content Manager

- Responsible to monitor and ensure quality broadcasts all the time. Increased listenership from 161 000 – 269 000
- Responsible for a team of 23 presenters and an offsite technician.
- Ensure that all programmes are well prepared for through programme line ups that must be submitted before the programme by all presenters.
- Ensure that programmes and information to be presented is well researched.
- Manage the performance of all presenters through quarterly performance evaluations.
- Responsible for the training and development of presenters.
- Ensure that all technical equipment are operational at all times.
- Set targets for the Department and ensure they are Met.
- Establish a vision and a Mission for the Department
- Establish a budget for the department and manage it accordingly
- Ensure induction and training of all new staff in the department
- Responsible for recruitment and selection
- Ensure that the radio is taken to the community through certain programmes
- Responsible for quality maintenance all outside broadcasts.
- Ensure that clients are always happy during live broadcasts
- Ensure the setting up and functioning of department streams
- Appoint departmental coordinators
- Ensure that the sport department is visible at all major games in Cape Town
- Establish beneficial partnerships with CBO'S and corporates.
- Ensure the timeous and regular servicing at all studio's
- Ensure smooth co-operation between the programming department and sales and marketing department.

- Ensure compliance and respond with a reasonable time
- Ensure that all programmes are broadcast within our license conditions.

2014 – To date

Breakfast show Presenter

- Presented the Breakfast show
- Initiated all the feature for the programme
- Produced and research for all the features
- Ensure smooth running and co-ordination of the programme
- Anchor of the programme
- Set target for the team and meet them in term of listenership.
- Ensure all elements of good radio are covered ie. Information, Education, Entertainment and Community development.
- Ensure balanced selection of music for the programme
- Ensure listener participation throughout the programme
- Ensure the programme with a listenership of a 120 000.
- Produce relevant fresh topic every morning
- Ensure that team members are playing their roles.
- Solve all technical problems in the studio and with computers ie. Software, Networking and Mixer challenges etc.

TV PRESENTER AND PRODUCER

Produced and Presented difference Programmes for Cape Town TV from 2008 – 2017

- Organized guest
- Researched for the programme
- Present the programme pre-recorded for live.
- Plan the different segments in the programme
- Co-present programme with other presenters

The following were programmes and presented:

- Amadleo Aluhlaza - Traditional Education programme
- Imbabu - A life style magazine programme with a community development angle
- Indwendwe Nabahambi - Programme dealing with Xenophobia and education about the dangers of this
- China Hour - Dealt with the life style of Chines people , the culture, Food Tourist destinations

000173

All the above programmes were very successful and pulled viewers for the Channel

Name of Company : Communicare
Duration : 1995 to date
Position : Human Resource Manager
Date : 2004 to 2009

DUTIES

- ◆ Recruitment of Staff
- ◆ Ensure selection of staff
- ◆ Induction of new staff members
- ◆ Ensure formal appraisal of employees
- ◆ Establish remuneration levels
- ◆ Administration of salaries
- ◆ Ensure administration of salaries every month
- ◆ Check salaries for accuracy
- ◆ Ensure that all changes to the master file are approved
- ◆ Ensure that all the reports are filed for audit purpose
- ◆ Ensure that all statutory deductions are affected and paid over
- ◆ Ensure administration of employee benefits
- ◆ Establish training and development plans
- ◆ Implementation of training and development plan
- ◆ Ensure compliance with labour law legislation
- ◆ Communication of company policies
- ◆ Co-ordinate staff social events
- ◆ Ensure function of workplace group forums
- ◆ Liaised with organized labour
- ◆ Co-ordinate disciplinary and grievance investigations and hearings
- ◆ Chair disciplinary hearings
- ◆ Establish and manage department budget
- ◆ Ensure administration of staff files
- ◆ Manage individual and team performance
- ◆ Manage workplace climate
- ◆ Ensure compilation of employment equity report
- ◆ Assist with the workplace skills plan
- ◆ Ensure employment equity targets are met
- ◆ Manage employment equity with all appointments
- ◆ Monitor and implement company policies
- ◆ Compile induction programme for all new employees
- ◆ Implement induction programme
- ◆ Special projects
- ◆ Facilitate drafting of new policies
- ◆ Facilitate staff and management negotiations

000174

- ◆ Principal officer for the provident fund
- ◆ Chairperson and trustee of the board of Trustees for provident Fund
- ◆ Ensure that all provident fund claims are processed
- ◆ Ensure smooth operation of the Board of Trustees
- ◆ Ensure benefits statement are issued annually to all employees

SPECIAL PROJECT

I was a chairman of the company's 75th Anniversary organising committee, which consisted of Board members, management and staff. The anniversary organising Committee had a budget of 1million

DUTIES

- ◆ Co-ordinate activities of the committee
- ◆ Organise weekly progress report meetings
- ◆ Manage budget and monitoring of expenditure
- ◆ Report on variances
- ◆ Evaluate progress of different projects
- ◆ Compile monthly progress report for the board of directors
- ◆ Oversees successful implementation of all planned projects
- ◆ Reports on deviations
- ◆ Supervision on the building of ten house
- ◆ Organise volunteer for building of the house
- ◆ Assit with arranging housing conference
- ◆ Arrange transport to and from site for volunteers
- ◆ Ensure that deadline are met by all subcommittee chairperson

Position : Human Resource officer

Duration : 2000 to 2004

DUTIES

- ◆ Recruitment and selection
- ◆ Staff Communications
- ◆ Served on training and development committee
- ◆ Co – Ordinate staff social events and team building
- ◆ Ensure production and distribution of company's new letter
- ◆ Advise senior Management on labour related matters
- ◆ Labour relations
- ◆ Health and safety
- ◆ Training and development
- ◆ Security and parking
- ◆ Co –ordinate and chair 75th anniversary celebrations
- ◆ Managing Employment Equity
- ◆ Assist with the compilation of employment equity report
- ◆ Setting up disciplinary hearing and counselling sessions
- ◆ Chairing disciplinary hearings
- ◆ Presentations at CCMA

000175

- ◆ Arrange staff functions

Position held : Community Liaison Officer

Duration : 1995 to 2000

DUTIES

- ◆ Establish community structures
- ◆ Link between community and Company
- ◆ Communications officer
- ◆ Drafting of agendas and taking minutes for meetings
- ◆ Establish community needs and seek resources
- ◆ Link between company and local authority

Position : Human Resource officer

Duration : 2000 to 2004

DUTIES

- ◆ Recruitment and selection
- ◆ Staff communication
- ◆ Served on training and development committee
- ◆ Co-ordinated staff social events and team building
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- ◆ Advise senior management on labour related matters
- ◆ Labour relations
- ◆ Health and safety
- ◆ Training and development
- ◆ Security and parking
- ◆ Co-ordinated and Chair 75th Anniversary celebrations
- ◆ Managing Employment Equity
- ◆ Assist with the compilation of Employment equity report
- ◆ Setting up disciplinary hearing and counselling sessions
- ◆ Chairing disciplinary hearings
- ◆ Presentation at CCMAZ
- ◆ Arrange staff functions

Position held : Community Liaison Officer

Duration : 1995 to 2000

DUTIES

- ◆ Establish community structures
- ◆ Link between community and Company
- ◆ Communications officer
- ◆ Drafting of agendas and taking minutes for meetings
- ◆ Establish community needs and seek resources
- ◆ Link between company and local authority
- ◆ Establish community development projects

000176

- ◆ Set up community projects
- ◆ Arrange training for community members
- ◆ Conflict resolution

SPECIAL PROJECT

I was a chairman of the company's 75th Anniversary organising committee, which consisted of Board members, management and staff. The anniversary organising Committee had a budget of 1million

DUTIES

- ◆ Co-ordinate activities of the committee
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- ◆ Reports on deviations
- ◆ Supervision on the building of ten house
- ◆ Organise volunteer for building of the house
- ◆ Assit with arranging housing conference
- ◆ Arrange transport to and from site for volunteers
- ◆ Ensure that deadline are met by all subcommittee chairperson

VOLUNTEER 1996 – 2011

- Production of traditional programme EyeNgwevu
- Research for the programme
- Presentation of the 3 hour programme
- Commentating of Boxing Matches
- Presented the following programmes, Breakfast show, Talk show between 21h00 – 00h00 Monday, Wednesday and presented a music programme on Friday 21h00 – 24h:00 Golden Oldies. Presented the choral music programme on Sundays 12h00 – 14h00.
- Compiled music that is relevant to each programme
- Ensure adverts and live reads are played on time.
- Assist in the training of New Presenters
- Attract maximum listenership to all the programmes
- Maintain good relations with the listeners
- Set up listeners club
- Assisted with sales and marketing by pitching at clients
- Responsible for leading the team

VOLUNTEER PRESENTER AT RADIO ZIBONELE (1996 to 2011)

Programmes presented

Breakfast Show (1997 – 2003)

Talk shows

Music programme

Sport programme

1997 – Elected as secretary of the Board of Directors.

199 – Elected as the Volunteer representative on the Board

2002 – Elected as the Treasure of the Board

BOARD OF DIRECTORS

- Served as a Board member for 9 (nine) years in different positions.
- Served a term as a treasurer of the Board responsible for overseeing finances.
- Supporting document accompany all cheques to be signed.
- Purchase vouchers are presented for money spent.
- Served as the secretary of the Board, Responsible for record keeping and all correspondences of the board.
- Compiled annual report
- Influential in the decision to move the radio from shipping container in Town Two to a proper building in ILitha Park.
- Recorded all board meetings and circulated the minutes.
- Contributed in strategic decisions
- Served as a volunteer representative on the board.
- Represent the interest of volunteers
- Arranged report back meetings after board meetings
- Relay volunteer concerns to the board
- Represented the station on all panels with IBA hearings license applications
- Prepared all panel members for the hearings and question to expect and possible answers
- Building of a 30 meter mast pole for the antennae was a great achievement as well.

COMMUNITY DEVELOPMENT PROJECTS

Founder member and chairperson of Masiphathisane Home Improvement

Projects which is a section 21 company assisting people to improve their living conditions.

Founded and Chaired Empowerment Education project, assisting Matriculates'.

000178

ACHIEVEMENT

1996 - Initiated and Established Radio Zibonele Listeners' Club

1997 – Best presenter of the year award

1997 – Best presenter of the Breakfast Show Awards

2002 – Sports presenter of the year award

2004 – Initiated and established Radio Zibonele Book Club

2006 – DTI consumer Journalist Awards

2018- Inducted into the Liberty Hall of Fame

I also serve as chairman and principal officer on Board of Trustees of the company's provident fund

REFERENCES

COMMUNICARE

Mr. Chris Mathias

Managing Director

(021) 4216008 (Do not phone Current employer)

Mr. Peit Els

(021) 4251286 or 0836506747

RADIO ZIBONELE

Station Manager

Mr. Mzamo Ngomama

Tel: (021) 3617109

Mr Joel Mkunqwana

Social and Community Development Executive

Tel: (021) 4216008

Cell: 0832585390

000179

02240



Cape
Kaapse
Technikon

SOUTH AFRICAN POLICE SERVICE

SHIFT- C

2020 - 11 - 16

LINGELETHU WEST

AMAPOLISA OMZANTSHI AFRICA

CERTIFICATE SERTIFIKAAT

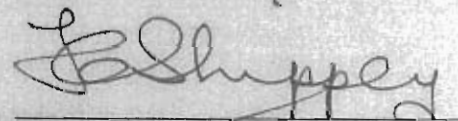
This is to certify that
Hiermee word gesertifiseer dat

Z.F. NOKHATYWA

has successfully completed a course in
'n kursus met welslae voltooi het in

INTRODUCTION TO RADIO BROADCASTING


DIRECTOR/DIREKTEUR


RECTOR/REKTOR



MAY 1997

DATE OF ISSUE
DATUM VAN UITREIKING

48 HOURS

DURATION
DUUR

000180

EK SERTIFISEER DAT HIERDIE DOKUMENT 'N WARE AFDRUK (AFSKRIF) VAN DIE OORSPRONKLIKE DOKUMENT WAT AAN MY VIR VERANTWORTELIJKHEID OORGELEVERD IS. EK SERTIFISEER VERDER DAT, VOLGENS MY WAAKSAAMHEID, GEEN WYSSING OF VERANDERING OP DIE OORSPRONKLIKE DOKUMENT GEMAAK BRING IS NIE.

I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE ORIGINAL DOCUMENT WHICH WAS HANDD TO ME FOR AUTHENTICATION. I FURTHER CERTIFY THAT, FROM MY OBSERVATIONS, AN AMENDMENT OR CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

 **UNIVERSITEIT STELLENBOSCH UNIVERSITY**

HANDTEKENING/SIGNATURE

MAGSNOMMER / FORCE NUMBER 7236 7237 RANG / RANK CS

NAAM IN DRUKSKRIF / NAME IN PRINT M. M. M. A.

It is hereby certified that
Hiermee word gesertifiseer dat

SOUTH AFRICAN POLICE SERVICE
SHIFT- C
2020 -01- 16
LINGELETHU WEST
AMAPOLISA ONZANTSHI AFRICA

ZF NOKHATYWA

successfully completed this certificate programme
hierdie sertifikaatprogram suksesvol voltooi het

MANAGEMENT PROGRAMME FOR NGO's AND NPO's BESTUURSPROGRAM VIR NRO's EN NWO's

Duration of programme
Duur van program

04.11.2003 - 22.11.2003


RECTOR
REKTOR

DATE **13.12.2003**
DATUM


CHIEF EXECUTIVE OFFICER
HOOF- UITVOERENDE BEAMPT

9 jubilee Road, Parktown, Johannesburg 2193, South Africa

Certificate of Attendance

PANG
FRANK

Zweili Nokhutwya

1. Introduction

2020-11-16

MICHAEL W. LUTZ

AMAPOLISA OMZANISHI AFRICA

Understanding Community Radio Governance

in Johannesburg, 1/3 - 3/3 1999

Gugu Msimbi
Head of Radio

Mandla Soko,
Course Director

EK SERTIFISEER DIT HIERDOP...
 DIE OORSPRONKELIKE...
 IS, EK SERTIFISEER...
 WYSIGING OF VERANDERING...
 BRING IS NIE...
 I CERTIFY THAT THIS DOCUMENT IS A TRUE REPRODUCTION (COPY) OF THE...
 ORIGINAL DOCUMENT WHICH WAS HANDLED TO ME FOR AUTHENTICATION. I...
 FURTHER CERTIFY THAT, FROM MY OBSERVATIONS, AN AMENDMENT OR A...
 CHANGE WAS NOT MADE TO THE ORIGINAL DOCUMENT.

Africa Competency Development

Registration # 2004/003128/07

MAGSNOMMER ETDP 10062

FORCE NUMBER 120331

NAAM IN DRUKSKRIEF NAME IN PRINT M10W1A

RANG RANK C1

SOUTH AFRICAN POLICE SERVICE

SHIFT- C

2020 -01- 16

THU WEST

ANAPOLISA OZANTSHI AFRICA

P.O. Box 815
Constantia
7848

This Certificate of Competence certifies that

Zweliyangqina Freeman Nokhatywa

has successfully developed a Portfolio of Evidence, demonstrating the knowledge, skills and attributes required to be deemed a competent

WORKPLACE ASSESSOR

This accreditation is according to the following ETDP accredited unit standard:

**115753 – Conduct Outcomes-Based Assessment
(15 Credits @ NQF Level 5)**

Date of Issue: 24 May 2019
 Endorsement Number: US - 121121
 Certificate No: ASMT 2344
 ID Number: 6612166045084



Rector/CEO/Principal Signature:

Carol Jordaan
Carol Jordaan

000193

Ek sertifiseer dat hierdie dokument 'n ware afdruk (afskrif) is van die oorspronklike dokument wat aan my vir waarneming is. Ek sertifiseer verder dat, volgens my waarnemings, daar wysiging of verandering op die oorspronklike dokument bring is nie.

I certify that this document is a true reproduction (copy) of the original document which was handed to me for authentication. I further certify that, from my observations, an amendment or change was not made to the original document.



HANDTEKENING SIGNATURE

MAGSNOMMER
FORCE NUMBER

RANK

NAAM IN DRUKSKRIEF
NAME IN PRINT

UNIVERSITY OF THE WESTERN CAPE

SOUTH AFRICAN POLICE SERVICE

SHIFT: C

2020 -01- 16

LINGELETHUWAST

AMAPOLISA OMZANTSH: AFRICA

SOCIAL LAW PROJECT

(LAW FACULTY)



CERTIFICATE IN LABOUR LAW AND SOCIAL LAW

awarded to

ZWELIYANGQINA FREEMAN NOKHATYWA

for the successful completion of the course

Period of attendance: 13 September – 8 November 1994

Director: _____

000184

Date: **2 DECEMBER 1994**

Registrar: _____

011549 TE 103 (a)

DEPARTMENT OF EDUCATION

REPUBLIC OF TRANSKEI

SENIOR CERTIFICATE

SOUTH AFRICAN POLICE SERVICE

SHIFT - C

2020 -01- 16

LINGELETHU WEST

AMAPOLISA OMZANTSHI CA

AWARDED TO:

NOKATYWA ZWELJYANGQINA

Identity No.

Examination No. 89416650-1

Subjects passed

Symbol

XHOSA 1ST LANGUAGE HG

E

ENGLISH 2ND LANGUAGE HG

D

AFRIKAANS 2ND LANGUAGE HG

D

BIOLOGY HG

C

HISTORY HG

E

GEOGRAPHY SG

E

THIS CANDIDATE HAS BEEN EXEMPTED FROM THE MATRICULATION
EXAMINATION OF THE INCORPORATED UNIVERSITIES IN THE REPUBLIC OF
SOUTH AFRICA WITH EFFECT FROM 1:1:90

Secretary, Joint Matriculation Board

A=80% and over (distinction); B=70-79%; C=60-69%; D=50-59%;
E=45-49%; EE=40-44%; F=33 1/3-39%.

Examinations Officer

Secretary for Education

Date of issue 1:1:90

Issued without alteration or erasure

000195

changed your address, or, if particulars of your name of street and/or street number, etc., have **NOTICE OF CHANGE OF ADDRESS** form in the the identity document must be used to report list be handed in at or posted to the nearest if the **DEPARTMENT OF HOME AFFAIRS**.

ISSUED BY AUTHORITY OF THE
DIRECTOR-GENERAL:
HOME AFFAIRS



1. GENTRICHEN DATUM VAN DE VERVAL
 2. DE VERVAL
 3. IS DE VERVAL
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SOUTH AFRICAN POLICE SERVICE
SHIFT-C
2020-01-15
LINGELETHU WEST
AMAPOLISA OMZANTSHI AFRICA

000186

Personal Details

Name : Pheliswa
Surname : Foss
Gender : Female
Status : Married
Date of Birth : 12-09-1978
Place of Birth : East London
Address : No 42 Kipling Street
: Mandalay Mitchell's Plain
No. of Dependents : 2
Contact Details : 072 932 7204/021 361 7109
Drivers Licence : Code 8

Educational Information

Highest standard passed : Grade 12
Name of school : David Mama high school
Year : 1997

Other Qualification

1. Certificate in Versatile Broadcasting

Year : 2001

Name of the institution : Border Technikon

Subjects Passed : Versatile Broadcasting, Sound Engineering, communication, Reading & Writing.

2.

Name of institution : MSC Business College

Studying : Office Administration

Duration : 1 year

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Subjects :Office Communication ICB certificate,Marketing Managment and Public Relations ICB .

3.Name of Institution: Skills Academy

Studying : Certificate in Advanced Marketing Management

Duration :1 year

Currently:

I am currently doing BEd in education foundation phase at the University of South Africa.

Capabilities

- Reasonable,Presentable and Professionalism
- Able to work under pressure
- Reliable at all times
- Creativity and able to work alone and with group
- Honest
- Strong personality

Employment History

1.Name of the company :Assemblies of God(Johannesburg)

Position :Receptionist and clerk

Year :2002

Responsibilities :receive calls, making calls on behalf of the leadership, arranging meetings for leaders &Pastors, arranging accommodation,filling,and all the administration work.

Reason for living :Contract not renewed due to financial Issues.

Computer Knowledge

-Ms Word

-Ms Excel

-Pastel

-E-mail

Experience

I started to work for Radio Zibonele as a news reader in 2008. At that time I was translating English news to Xhosa. I have worked as news reader for a year and a half. I was working as a volunteer then. In 2009, I was appointed to be a receptionist for two years. Responsibilities were to receive calls and to make calls, receive fax and send them. Fax some important documents. Welcome visitors and potential clients to the company. Take messages for the managers.

I have also worked as a personal assistant to the station manager for two years. My responsibilities were:

- To manage his diary in a proper way
- The arrangement of his meeting with clients as far as the board members.
- Reminding him of his meeting daily. Also involved on e-mailing all the messages and documents to the clients and board members. Arrange accommodation and catering for workshops, training etc.

As a Radio Presenter

- News reader and a current affairs presenter in 2008
- Drive time presenter in 2009 – 2011
- Esithebeni Nosapho and Inkqubo yomama yangolwesine 2014 – 2018
- Intlalo yomtshato programe from 2012-2014

As a Programming officer

In 2015 I was removed from the sales and marketing department to join programming as an officer. As a programming officer I was reporting straight to the managing director . My

Duties were:

- Responsible for all presenters going on air
- Check all the program preparation forms for presenters and confirm before going on air.
- Submit monthly playlist for all presenters to Samro.
- Making sure the on air and production studio is in good condition.
- Responsible for all presenters duties including leaves .

2. Currently

Name of the company :Radio Zibonele

Address :Ketric Building

Ngcwalazi Drive

Ilitha Park

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Khayelitsha

Telephone no. :021 361 7109

Position : Assistant Sales & Marketing Manager & Radio Presenter

Duties

- Meeting clients in the absence of the manager for the advertising side of the office.
- Marketing the station to the clients.
- Assist new clients on how to advertise with the station.
- Arrange meetings for the manager(Marketing Manager).
- Keep a healthy relationship between the clients and the station.
- Do collection from the clients.
- Arrange time slots for the clients liaising with the programming department.
- Responsible for quotations and invoicing the clients.
- Translate and recording of adverts for our clients.
- Doing some of recorded interviews.

References

1.Ms.Kholeka August :Radio Zibonele Sales&Marketing Manager

Contact Details :084 626 7922

E-mail :augustk@zibonelefm.co.za

3.Mr.Mawande Jara :Zibonelefm Managing Director

:mawandejara@zibonelefm.co.za

084 626 7916

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GEREGISTREERDE WOON- EN POSADRES

1. Bewaar die bewys van u GEREISTREERDE WOON- EN POSADRES in hierdie sakkie.

2. Indien u van adres verander het, of indien besonderhede van u huidige adres, bv. straatnaam en/of -nommer, ens. verander het, moet die vorm KENNISGEWING VAN ADRESVERANDERING, wat in die sakkie agter in die identiteitsdokument is, gebruik word om die verandering aan te meld en moet dit ingedien word by of gepos word aan die naaste streek-distrikkantoor van die DEPARTEMENT VAN BINNELANDSE SAKE.

REGISTERED RESIDENTIAL AND POSTAL ADDRESS

1. Keep the proof of your REGISTERED RESIDENTIAL AND POSTAL ADDRESS in this pocket.

2. If you have changed your address, or, if particulars of your present address, e.g. name of street and/or street number, etc., have been changed, the NOTICE OF CHANGE OF ADDRESS form in the pocket at the back of the identity document must be used to report the change and it must be handed in at or posted to the nearest regional/district office of the DEPARTMENT OF HOME AFFAIRS.

I.D.No. 780912 0326 08 4



S.A.BURGER/S.A.CITIZEN

VAN/SURNAME

FOSS

VOORNAME/FORENAMES

PHELISWA

GEBOORTEDISTRIK OF-LAND/
DISTRICT OR COUNTRY OF BIRTH

SOUTH AFRICA

GEBOORTEDATUM/
DATE OF BIRTH

1978-09-12



DATUM UITGEREIK
DATE ISSUED

2004-08-26

UITGEREIK OP GEDAG VAN DIE
DIREKTEUR-GENERAAL:
BINNELANDSE SAKE

ISSUED BY AUTHORITY OF THE
DIRECTOR-GENERAL:
HOME AFFAIRS

000191

PERSONAL DETAILS

Address: 7285 Thafelenhashe Street

Zwezwwe, Khayelitsha

Telephone: 021 361 7109 (W)

Cell: 060 977 5525/060 315 6713

Email: xolisa.sindaphi@gmail.com

SindaphiX@zibonelefm.co.za

Surname	: Sindaphi
Name	: Xolisa Elliot Sindaphi
Gender	: Male
Date of Birth	: 1985/04/08
Identity number	: 850408 5826 082
Race	: African
Nationality	: South African
Home language	: isiXhosa
Other language/s	: English, Afrikaans and isiZulu

EDUCATIONAL BACKGROUND

High School	: J.M Ndindwa High School
Highest Standard Passed	: Grade 12 (Matric)
Subjects	: isiXhosa

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English

Afrikaans

Biology

Biblical Studies

Physical Science

FURTHER TRAINING

Diploma in Audio and Visual Production : MSC College (2007)

Radio Production : Zibonele FM (2012)

Basic copy editing and proofreading : McGillivrayLinnegar Associates (2018)

QUALITIES AND SKILLS

- ❖ Ability to work efficiently
- ❖ Good problem solving and decision making skills
- ❖ Possess Leadership skills and easy to work with.
- ❖ Ethical news writing and reporting
- ❖ Self – motivated person and team spirit
- ❖ Self-disciplined and well developed telephonically with good communication skills
- ❖ Computer literate
- ❖ More than ten years' journalistic experience

EMPLOYMENT HISTORY

2018 – To date: Acting News Editor (Zibonele FM)

- Monitor and ensure good quality broadcast
- Responsible for 6 news readers and reporters plus 5 interns and trainees.
- Ensure that the current affairs is taken to the communities through debates
- Responsible for co-ordination of newsroom and team
- Selects key stories to be covered
- Edits news reports from reporters and news gatherers

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- Monitors news translation
- Collects and analyzes information about newsworthy events
- Co-ordinates daily editorial meetings
- Plan and implement follow-up procedure where necessary
- Ensure compliance and respond within reasonable time
- To submit weekly and monthly report to Station Manager for board meetings.

2012 -To date: Zibonele FM/MMDA radio drama Writer and Director

- ❖ Holding meetings with the project committee
- ❖ Brainstorming and identifying topics
- ❖ Writing a drama script
- ❖ Identifying suitable actors and preside over the recording process.

2012 –To date: News and actuality Program Host (Zibonele FM)

2006 -2008: News reader and Current Affairs Host (Nkqubela FM)

- Identify suitable news stories to follow for the current affairs program
- Hold daily diary meetings
- Research and writing
- Coordinate and write news stories, making sure that they are concise, interesting and will adequately inform listeners.
- Produce and present/host current affairs and news programs and report from live events
- Produce and present/host current affairs and news programs and report from live events.

2008 – 2011: BP Forecourt Supervisor

- Assign duties to all employees per shift
- Plan and draw up a working roster
- Ensure that all customers are properly serviced
- Responsible for training of employees

REFERENCES

Zibonele Fm

Station Manager

Mr Mawande Jara

Contact: 021 361 8962 /084 626 7916

Nkqubela fm

News Editor

Mr T Mbede

Contact: 041 464 4471

Cedars BP

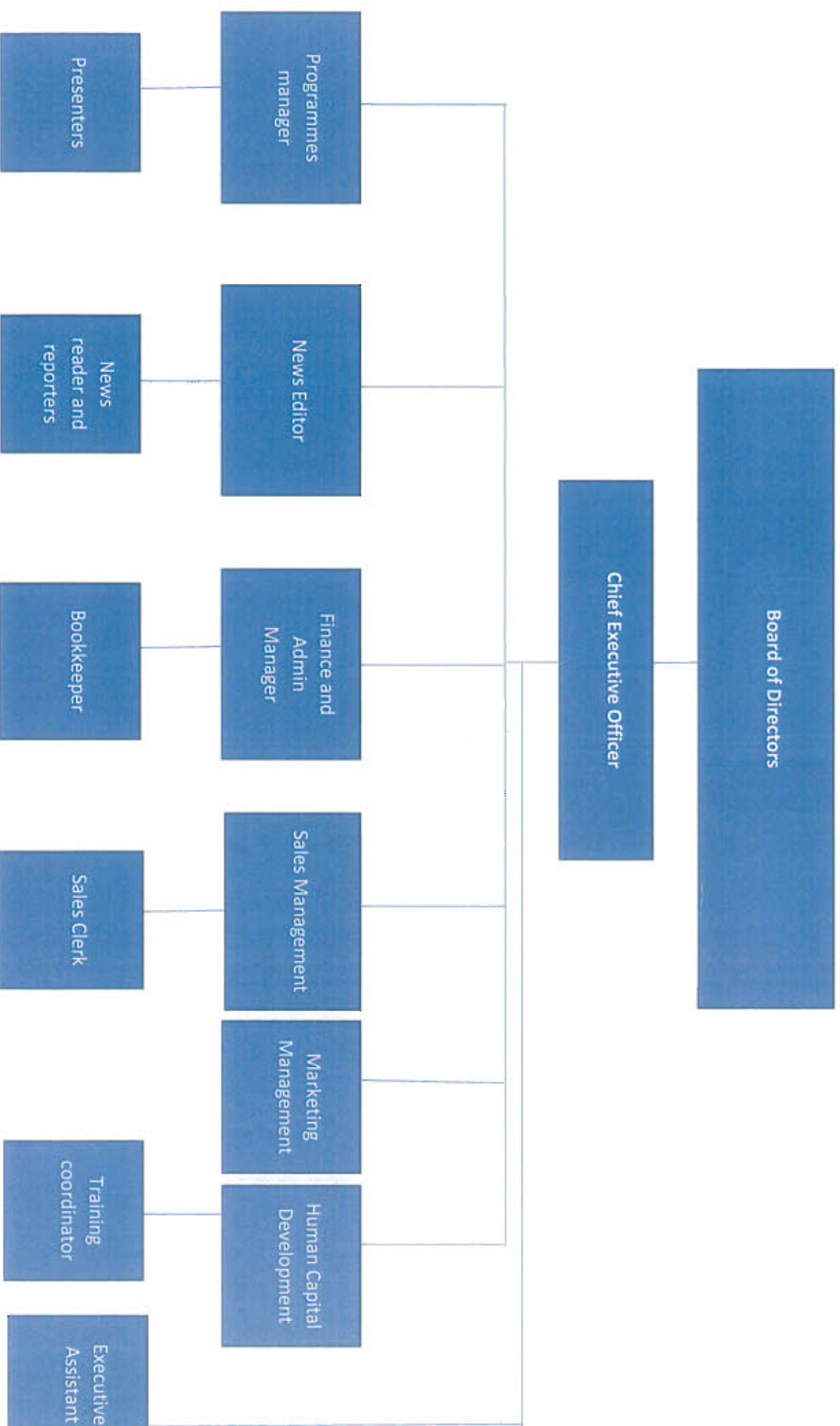
The general manager

Mrs S Naidoo

082 067 0250

- • In some circumstances s/he will report
 - • • To write news stories for broadcast.
 -
 - To ensure the required information is adequately captured and the entire story is disseminated to the public.
 - Coordinate and write news stories, making sure that they are concise, interesting and will adequately inform listeners.
 - Produce and present/host current affairs and news programs and report from live events
 - Attend meetings as required
 - Requirements:
 - More than three years' journalistic experience
 - Knowledge of or experience in writing for broadcast is essential
 - Excellent command of the English language
 - Excellent writing skills
 - Excellent editing skills
 - Good editorial judgment and interpretational skills
 - Ability to work under pressure and meet deadlines
 - A solutions-orientated and patient personality is required

Zibonele FM Organogram



Appendix 9.4

Zibonele FM Profile



021 361 7109

Kebick Building 19 Ngqwalazi Dr
Ilitha Park, Khayelitsha 7784info@zibonelefm.co.za
www.zibonelefm.co.za

ZIBONELE FM PROFILE

1. OUR MISSION

As a trusted catalyst for lifelong learning, Zibonele FM (formerly known as Radio Zibonele) community broadcasting engages and enriches our community through distinctive programmes and services.

2. OUR VISION

Zibonele FM strives to be the best community radio station in the Cape peninsula region, responsive to community needs and development through community broadcasting.

3. ABOUT US

Zibonele FM started broadcasting after the community of Khayelitsha, "Town Two" in particular had established that there was a need for extensive health education in the townships.

The radio programs comprise of 70% talk, information and 30% music. Zibonele FM broadcasts in 3 official languages of the Western Cape (80% isiXhosa, 10% English, and 10% Afrikaans).

This suits the station and its listeners well as Isi-Xhosa is the dominant home language in the African townships, however, most of residents are familiar with English and Afrikaans. The talk content covers issues that directly affect the community such as news, education, religion, current affairs, business development, technology, sports, traffic, weather, motivation, and politics.

4. BACKGROUND

Zibonele FM was established in 1993, and obtained its broadcasting licence in August 1995, which made it to be the 1st official community radio station in the Country. In its establishment stages, Zibonele operated in a shipping container, in Town Two (one of Khayelitsha localities). The vision of the community radio was spearheaded by Dr Gabrielle Ugotti who is a medical practitioner from Argentina. The main purpose was to inform and educate community about health care issues, especially to deal with rampant spread of tuberculosis and other prevalent diseases. This information is sourced from the Internet, government sources and pre-recorded audio, local news, eyewitness news and from the community members.

5. Listenership and Audience Rating

According to recent RAMS, the listenership of Zibonele FM is 280 000. Through diverse radio programming, its audience cuts across different demographics, races, gender and various age groups which ranges between the ages of 16 to 55.

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BOARD OF DIRECTORS

L NOKWAZA (CHAIRPERSON) | M VELLE (DEP CHAIRPERSON)
L GUZA | G MABASO



021 361 7109

Kettick Building 19 Ngcwai Dr
Bitha Park, Khayelitsha 7784info@zibonelefm.co.za
www.zibonelefm.co.za

Zibonele FM foot print covers Khayelitsha and surrounding area such as Gugulethu, Langa, Crossroads, Mfuleni, Delft, Khayamandi, Nomzamo, Hout Bay, Kraaifontein and Philippi etc.

6. Zibonele FM Governance and Management.

Zibonele FM is governed by seven board of directors who are elected by community representatives in every three years. The board is trusted leadership role to provide oversight and ensure that station operates effectively. It has responsibility of reporting to the stakeholders on annual basis in between Triennial General meeting. The Board is constitutionally obliged with the mandate to appoint station management including the station manager, of which the fundamental purpose of the management is to ensure efficient business leadership on station administration.

7. Accolades

Over 23 years of existence, Zibonele FM has been recognised/awarded in different aspects, and as such it obtained the following accolades.

- 7.1. Liberty Awards Finalist 2018/2019 Ingcambu Zevangeli – Night time programme
- 7.2. Liberty Awards Finalist 2018/2019 uHadi Lwakho – Weekend music programme
- 7.3. Liberty Awards Finalist 2018/2019 Zibonele FM - My Station Category.
- 7.4. Hall of Fame - Mr. Zweli Nokhatywa
- 7.5. Best station of the year 2018/2019 (NCRW)
- 7.6. Best Children's programme (NCRW) 2018/2019
- 7.7. SATMA Awards Best Community Radio DJ (SATMA) 2017
- 7.8. Best Community Radio Presenter (INGOMA Awards) 2017
- 7.9. Best Community Radio Station of the year (NCRW) 2016
- 7.10. Liberty Awards Finalist on three programs: Ilitha Lakho Breakfast Show, News and
- 7.11. Current Affairs Programme and Sport Programme (Liberty Life) 2016
- 7.12. Best Run Community Station (MDDA) 2014
- 7.13. Best News Reader (MTN Awards) 2013
- 7.14. Consumer Journalist of year (Department of Trade and Industry) 2006

Once again Zibonele FM made a breakthrough of obtaining accreditation through MICT Seta to provide NQF level 5 Radio Production, and training process will commence in April 2018.

Zibonele Fm Tag-line is "Silapho UkhoYO" (We are where you are)

000139

BOARD OF DIRECTORS

L NGIKWAZA (CHAIRPERSON) | M VELLE M (DEP CHAIRPERSON)
L GUZA | G MABASO

Appendix 11.9 of Form B

Resolution



Ketric Building. No 19 Ngcwalazi Drive
Ilitha Park. 7784



021 361 7109



info@zibonelefm.co.za



www.zibonelefm.co.za



04 December 2019

Re: Board resolution

Zibonele FM board hereby grant authority to Mr. Mawande Jara and Mr. Zweli Nokhatywa to sign the registration and liaise with the authority during the registration process.

Positions and Contact Details

Name and Surname	Position	email	Mobile
Mawande Jara	Station Manager	Mawande.jara@zibonelefm.co.za	0846267916
Zweli Nokhatywa	Content Manager	nokhatywaz@zibonelefm.co.za	0846267914

Sincerely Yours

M. Vellem (Mr)

Zibonele FM Board Chairperson

Email : Mtheza1@gmail.com

000200

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Appendix 12

Corporate Governance
and
Operational Policies



Ketric Building. No 19 Ngcwalazi Drive
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ZIBONELE EDITORIAL POLICY

000201

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)



Policy Foreword

ZiboneleFM editorial policy derives its existence from two documents, the broadcasting License as issued by ICASA and the ZiboneleFM constitution. ZiboneleFM remains independent of all political and commercial influences and takes its own decisions regarding programming content and content development and editorial rights. The ZiboneleFM Board remains the highest decision making body in between the Annual General Meetings, therefore the entity belongs to the community and no individual or legal persona owns the station.

000202

BOARD OF DIRECTORS

IMTHETHELELI 'VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGIDLA (TREASURER)

1. LICENSEE

The Licence is issued to:

1.1. Name of Company/Entity: Zibonele Community Radio.

1.2. Control of the Licensee: Control shall vest in the Board of Directors of a Section 21 Company known as Zibonele Community Radio.

2. CONTACT DETAILS

2.1. The contact person for the Licensee shall be:

2.1.1. Name : Mzamo Ngomana
2.1.2. Tel : 021 361 7109
2.1.3. Fax : 021 361 5194
2.1.4. Cell : 084 602 6756
2.1.5. Email : mngomana@webmail.co.za

2.2. Should the Licensee propose to replace the person so designated, the Licensee shall notify the Authority in writing within seven (7) days after appointing the new designate person.

3. NOTICES AND ADDRESSES

The Licensee chooses the following as its principal addresses:

3.1. Postal Address : Box 294
Khayelitsha
7783

3.2. Physical Address : Ketric Building
Ngowalazi Road
Ilitha Park Khayelitsha
7783



3.2.3.3 To elect members of the controlling structure e.g. Board of Directors, Trustees etc, subject to the licensee's founding documents.

4. Programming

4.1 The Licensee shall provide programming as follows:

4.1.1 Format:

60% talk and 40% music.

4.1.2 News and Information obligations:

The Licensee shall broadcast a total of 10 minutes of news per day. This shall include news from the community produced by the station on issues affecting the community.

4.1.3 Local Content obligations:

4.1.3.1 The Licensee shall broadcast a South African music content of 40%.

4.1.3.2 The Licensee shall continue "Program Summit", wherein non-governmental, community-based organisations and community members make inputs on the Licensee's programming.

4.1.4 Language(s) of broadcast:

- (a) 10% English
- (b) 10% Afrikaans
- (c) 80% isiXhosa.

4.1.5 Broadcast hours

The Licensee shall broadcast for 24 hours a day.

SCHEDULE

1. Name of Station

Radio Zibonele.

2. Geographic Coverage Area

Khayelitsha and surrounding areas in the Western Cape Province as set out in the Licensee's radio frequency spectrum licence.

3. Community

3.1 The Licensee shall provide services to a geographic community residing within the geographic coverage area specified herein.

3.2 The Licensee shall provide for the participation of community members in the affairs of the station in the following ways:

3.2.1 The Licensee shall hold 2 (two) general meetings annually with its community on programming and programme-related matters for the selection and provision of programmes.

3.2.2 The Licensee shall furnish the Authority with proof of such meetings as well as the attendance thereof by members of the community.

3.2.3 The Licensee shall hold Annual General Meetings (AGM) for the following purposes:

3.2.3.1 To provide feedback on the Licensee's compliance with licence conditions,

3.2.3.2 To provide feedback on the Licensee's operational and financial performance, and

5.2 Stage 2:

a) The assessor forwards the following to the Moderator (M) within 3 working days after completion of Stage one:

- the original assessment record and candidate evidence, where appropriate
- the Candidate Appeal Form, with Section 1 completed

b) The Moderator will reconsider the assessment decision, normally involving an evaluation of:

- the candidate's evidence and associated records
- the assessor's rationale for the decision
- the opinion of another assessor
- the opinion of the candidate

c) The Moderator should complete Section 2 of the Candidate Appeal Form and provide the candidate with the reconsidered decision within 5 working days of receiving the appeal.

d) Where the candidate remains unhappy with the reconsidered assessment decision, the Appeal must proceed to Stage Three.

5.3 Stage 3 - Investigatory Panel:

a) If no resolution has been reached, the Stage Two, Internal Verifier will forward details to the Unit Assessor (UA). These should include:

- Candidate Appeal Form, appropriately completed
- Assessment records
- Any written comments from the IV (e.g. background details)

b) The UA will then, within 10 working days, convene a panel comprising:

- the UA
- the Stage Two Moderator
- another assessor from the relevant discipline

c) The panel will evaluate the situation and complete Section 3 of the Candidate Appeal Form and the candidate of its decision within 5 working days.

d) If the candidate is still not satisfied with the outcome (s)he has the right to take the Appeal to the Appeals Panel.

5.4 Stage Four - Appeals Panel

a) The UA will forward relevant details to the Group Assessors (GA)

- Candidate Appeal Form, appropriately completed, (including the reason for the decision of the Investigator Panel)

- assessment record sheets
- written comments from the Moderator (as supplied to Stage Three panel)

b) The GA will convene, within 10 working days of notification, a panel comprising:

- the GA or the appropriate senior post holder
- the Stage Two Moderator
- the original assessor

The candidate should be invited to attend with a friend/colleague of the candidate if they wish. The panel will reconsider the assessment evidence, led by the GA.

c) The panel must reach a decision and inform the candidate of the result within 5 days, in writing

d) The decision of the panel is final.

e) Records of all appeals should be logged and made available as appropriate to:

- the External Verifier
- the quality assurance group with responsibility for assessment.



Ketric Building, No 19 Ngcwalazi Drive
Ilitha Park, 7784



021 361 7109



info@zibonelefm.co.za



www.zibonelefm.co.za



ZIBONELE FM

BOARD INDUCTION MANUAL

BOARD OF DIRECTORS

MTHETHELELI VELLEM (CHAIRPERSON)
GLORIA MABASO (DEPUTY CHAIRPERSON)
XOLANI HOLIDAY (SECRETARY)
NOPHIWE MAGODLA (TREASURER)

Community Radio Station
Board Training
Understanding the Community Radio Station

1. Introduction

In the first decade of democracy, many community radio stations were initiated, largely as a means for communities to express their views and opinions without interference. This was part of the democratization process of the country. But community radio stations can be much more than that.

Over the last few years, it has become increasingly obvious that community radio stations can play a major role in facilitating effective communication between government and communities.

The government at all levels has mechanisms for communication with communities. At the national level, television, national level radio and newspapers are common means of communication. Similarly, at the district and local municipality level, communication channels include local newspapers and meetings of councilors and municipal officials.

The communication channels whether at national, provincial and even at local levels are however able to reach only a small percent of the total population. These methods of communication are able to reach mostly urban or peri-urban populations, who have access to television, or are able to read English or Afrikaans (the language of national newspapers).

An equally critical issue embodied in the national communication channels is the relevance of the issues being communicated. Communications by national or

provincial structures focus on national provincial issues. Local issues which in many ways are more relevant and critical to the communities are not covered. A powerful medium that can be used to talk to communities is the Community Radio Station.

2. The Development of Community Radio Station

2.1 What is a Community Radio Station?

The concept of community radio stations began to take shape as early as 1991, following the "Jabulani Freedom of the Air waves" conference of a number of media practitioners in the Netherlands. The conference looking at issues of the independent media came up with the concept of community of interest, or a geographical community, to express their concerns, needs and aspirations without outside interference". Community radio is the most common and visible component of community media.

A community radio station would therefore be a radio station that is initiated and controlled by members of a community to express their concerns, needs and aspirations without outside interference.

A community radio station has the following characteristics:

- It is owned and controlled by the community (geographic or interest) through its representatives.
- It is non-profit
- It is accessible to the community it serves

More often a community radio station serves disadvantaged communities.

Following the democratic elections of 1994 and dispensation, community radio stations were licensed. The first group of community radio stations to be licensed were Bush Radio, Radio Zibonele, Bushbuckridge , and Alexander Community Radio Station. Since then, over 300 licenses have been issued to both geographic and community of interest community radio stations, though slightly less than half of those are currently on air.

2.2 The Legal and Institutional framework of Community Radio Stations

There are two institutional structures that are important to community radio stations.

i: The Department of communication

The South African Government through the DOC acknowledges that the community radio station is an important component of the media environment. It is acknowledged that community radio stations can play a major role in education, building civil society, deepening democracy and cultural promotion and preservation.

In recognition of this role of the community radio station sector, the government is playing a major role in the development of the sector through providing resources directly to the MDDA, NEMISA and through service providers.

ii: ICASA

The Independent Communication Authority of South Africa was formed by the Independent Communication Authority of South Africa Act of 2000. ICASA is a merger of two monitoring authorities; the Independent Broadcasting Authority (IBA) and the South African Telecommunication Regulating Authority (SATRA).

The main function of ICASA is to license and monitor broadcasting telecommunication in the country through the broadcasting act.

Two limitations imposed by the Act and enforced by ICASA on community radio stations are:

- A community radio station should truly be community owned and not by any individuals or a group of individuals.
- An individual who has a political seat/position should not be a board member of the community radio station.

In monitoring community radio stations ICASA from time to time looks at a community radio station to ensure that:

- The license conditions regarding what is being broadcasted, the language of broadcast, the music component etc. are fulfilled
- The constitution of the community radio is being followed
 - There is an elected board
 - The board performs its functions
 - The station management is functional
 - The station has audited financial statements etc.
- The broadcast are is followed
- Broadcasting ethics are followed.

A community radio station that repeatedly violates its license conditions may have its license revoked.

1. Support and Service Providers

There are a number of support and service providers to the community radio sector.

These include MDDA, ABC Ukwazi, NCRF (a community radio station membership organization), NEMISA, IDISA etc.

2.3 The structure and Staffing of a Community Radio Station

Community Radio Stations are registered as Section 21 Companies. The following is a typical structure of a community radio station.

(i) Board of Directors

Each station has a board of directors which is expected to deal with policy and governance issues. The reality is sometimes different. The board is supposed to be elected by community members and other stake holders for a period of between two and three years. Here too the reality is sometimes different.

(ii) Station Management

The station is led by a station manager, usually supported by four departmental managers, marketing and sales, production, programming and administration and finance.

(iii) The Staff

The staff complement of community radio stations vary greatly between radio stations. Perhaps it is safe to say it is between 20 and 40 people, with most of them being volunteers.

There are two categories of volunteers. The first category of volunteers is that of professionals in the community who come to the radio station to present programs that involve their profession. Examples include nurses presenting

programs on community health, educators who present programs on education, retired police officers leading programs on community safety and pastors leading devotion programs.

The second group of volunteers is that of young people who come to the radio station to learn the ropes of the trade with the expectation that they would go on after they have acquired the needed skills. While there are many successful examples of people in the radio sector who have come from community radio, there are many more young people in the radio sector who have been trapped in it. Unable to find employment or move into other things, they have remained volunteers at the community radio station. Often the community radio station doesn't have the money to pay them.

(iv) Listeners Associations

Some community radio stations have formed membership clubs of listeners. These listeners clubs or associations are not formal structures of community radio stations.

Where they have been formed, they provide the radio station with feedback on programs, support funding raising, attend general meetings and generally participating in the activities of the radio station. They are a very useful structure of community radio station.

3. The Performance of Community Radio Stations

It is difficult to generalize in the performance of community radio stations. They vary greatly between them. Nevertheless, the discussion will be based on an average community radio station, with the objective of highlighting the main performance features of community radio stations.

3.1 Who listens to the Community Radio Station?

The audiences of a community radio station are community members. These are ordinary people in the communities in which the community radio station is located. Community radio stations estimates to have an audience of up to 60% of the population who lives in the listener ship of the radio station. In a rural community radio station it is estimated that about 150 000 people listen to the radio station, in urban areas, the number of listeners could be as high as 250 000.

Who are the people who listen to community radio station and what do they listen to?

i. Economic Profile

Many of the rural based community radio stations are located in places which are poor, though a good number of the places have a still unexploited economic potential. The percent of people who are unemployed is generally above the national average, and a significant percent of the population is self-employed. Only a small proportion of the listeners are professionals.

A survey carried out for one of the rural based community radio station found that 45% of the population was unemployed, 25% are in small businesses, (self employed) 15% are professionals (wage or self-employed) and 20% of the

listeners are in community self-help (small scale agriculture) activities. These proportions are indicated in chart one below

Key:

1. Unemployed, 2: Small business, 3: Small scale agriculture, 4: Professionals
2. Small business
3. Small scale agriculture
4. Professionals

Urban based community radio stations have a higher proportion of professionals listening to the radio station. The proportion of self-employed is higher and the proportion of the unemployed is relatively lower.

ii. Age profile

On average, the majority of listeners of community radio station are young adults. 15% of the listeners are below 20 years, 35% of the listeners are 21 and 35 years old, 25% are between 31 and 40 years, and another 15% between 41 and 50 years. Only about 10% of the listeners are over 50 years old. This information is reflected in the following chart.

iii. Gender of Listeners

They surveys carried out by ABC U/wazi suggest that a higher percentage of the listeners to community radio station are women. Women represent about 60% of the listeners. Men constitute 40%. The predominance of women as listeners is largely due to the fact that women more stay at home and listen to the radio as they go about their household chores.

iv. Time of the day

What time of the day do people listen to the community radio? As would be expected, peak time for listeners is between six and nine in the evening. This is the time everybody is at home. From nine in the evening, the number of the listeners is declining. The afternoon and early morning hours are the next most popular times for listeners.

v. What do People listen to?

What programs seems to be popular with listeners of community radio stations? A number of surveys indicate that popular programs include religious programs and music. The relative importance of these is indicated in chart below.

vi. Language Profile

A variable that is critical for communication purposes is the language in which communities listen to the programs. The surveys as would be expected have indicated that the most common language of broadcast depends on where the community radio station is located. A radio station in Kwa Zulu Natal will have Isizulu as the most common language. Similarly in the Western Cape, in a predominantly Afrikaans area the most common language is Afrikaans, as is Tswana in the North West, Tsonga in Limpopo etc.

3.2 Sources of Income for Community Radio Stations

It is instructive to look at what are the sources of income for a community radio station. Now it is obvious that the sources of income are variable. However, within these variations, it would be useful to draw out some generalizations.

Perhaps one of the few things that the fraternities of community radio stations agree upon is that the sector does not generate/get enough resources to play the role that sector could possibly play. As the result, the sector performs far below its potential.

Having said that, there are a number of sources of income for the community radio stations. These include a) program sponsorship, b) advertisement, c) sales of slots, d) grants and donations. The importance of these sources of income varies between stations. But on the whole stations generate income from each of these sources. Let us review each one of them.

1. Programs Sponsorship

Program sponsorship is currently probably the most important source of income for community radio stations. A community radio station would design a program e.g. a health program and put it on air, and ask for a relevant government department to sponsor the program. The government department would sponsor a program mainly because the said program is within its mandate.

Sponsors for programs are mainly government departments, especially local government, parastatals and private sector companies.

Programs sponsorship are limited by (a) the inability of the community radio station to identify and package into programs critical issues that would be of interest to government and company officials, (b) the inability of community radio station to present and articulate the programs, and (c) government and company officials for any number of reasons not responding positively to community radio stations.

ii. Advertisements

Commercial advertisement is another important source of revenue for community radio stations. There are two sources of commercial adverts. One source is national advertisement. A national organization procures adverts, and gives them to community radio stations to run. The stations are paid in proportion to their listeners. Adverts also come from local businesses. These are advertisements that the community radio station procures from local businesses and get paid directly to flight them.

iii. Sales of Slots

The sale of slots (time on air) is a very common way for community radio station to raise revenue. Buyers of slots are government; mostly local but also national and provincial to announce an event or present a program.

iv. Grants and Donations

For many community radio stations (especially community of interest radio stations), grants and donations are an important source of revenue. DOC has been instrumental in providing grants for the establishment of community radio stations. International donors have provided grants for capital equipment as well as capacity building to community radio stations. A number of private sector companies provide grant from their social responsibility fund mostly for capital investments but also for limited operational costs.

v. Other Sources of Funding

There are a number of other smaller sources of revenue which provide community radio stations with revenue. These include sales of community radio station calendars, T shirt, post cards, etc.

3.3 Expenses of community Radio Stations

Having looked at the sources of revenue for community radio stations, perhaps a brief look at major expense categories would be useful.

Radio stations that do not have signal distribution system, paying for signal distribution is the highest expense item for community radio stations. Telephone is usually a high expense item. Others are transport costs and maintenance expense. What is significant however, is the low position of personnel costs. This is consistent with the staff volunteerism earlier alluded to.

4. Challenges Facing the Community Radio Sector

Over the years the community radio sector has been active; it has had a number of significant challenges that have limited the growth of community radio sector. While some of the challenges are external to the sector, others are internal to it. The following are some of the key challenges.

i. The NGO Status of Community Radio Stations

One of the critical challenges facing the sector is the result of its NGO status. There are two misconceptions of the NGO status that causes difficulties to community radio stations. One is the misconception that an NGO is a cost free entity. Members of the community including some government officials believe

that a community radio station because it is an NGO is without costs. It should not therefore charge for services and generate revenue. The second misconception is that an NGO cannot make profit and therefore should not generate revenue. While it is true that an NGO cannot appropriate any surplus that it generates, it can generate any amount of revenue, use the money to pay for its costs and plough back the surplus into the radio station or community.

Unless the community radio station as a whole can overcome this challenge, it will continue to have an uphill struggle to generate revenue from its communities and other stakeholders.

ii. Perceived Lack of Capacity

Externally, the sector is seen as second best to the commercial radio sector. The sector is seen by the outside as having no capacity to do what it sets out to do. The result is that the corporate sector does not want to do business with the community radio sector. The corporate sector for example does not want subcontract commercial radio stations directly to produce commercials because of perceived lack of capacity and limited audience, hence justifying the use of national organizations. The challenge that the sector in general faces is to convince a rather skeptical public that there is capacity in the sector to do some things well.

iii. Limited Funding to Sector

One of the critical challenges facing the sector is limited funding. While the DOC and other donors provide initial capital and equipment, operating revenues have to be generated by individual community radio stations. Many of them do not succeed in generating sufficient revenue. As the result the stations are unable to replace equipment, acquire a good music library, pay its staff adequately, train its

young volunteers etc. The impact of limited funding is reflected in the variety and quantity of programs that the stations put on air.

iv. Limited Pool of Qualified Staff

The sector largely because of its inability to pay competitive wages cannot retain qualified staff. There are few people in the sector who are sufficiently skilled to offer services to the sector.

v. Governance Issues

One of the internal challenges that the sector faces is that of governance. Some community radio stations do not have functional boards, mainly because community members who have the legal authority to appoint board members and require them to be accountable do not participate in the activities of the radio station, leaving some individuals either on the board or in the station to take advantage of the situation. The community radio station is then treated like a private company.

5. What Role should the Board Play?

Given the importance of the community radio station what functions should the board of directors of the community radio station play? The board of directors have an important role to play in the community radio station. Their role is that of policy formation, approving annual operational plans and budgets and monitoring the performance of the community radio station. These are discussed in detail below.

Part Two

Board Governance

Radio Management Course
Governance in Community Radio Stations

1. Introduction

One of the success factors in the good performance of an organization is the Board of Directors. It is not just the board, but a functional board. The institution of a board of directors for a public organization is not only legislated, but also suggested by both King I and King II reports which provide a code of conduct of good governance for public companies.

In the context of community radio stations the IBA Act that established community radio stations defines a Community Radio Station as one that is:

- Owned and controlled by the community
- A non-profit organisation
- Broadcasts issues that are relevant to the community without interference.
- Accessible to the community

The ownership and control of the community radio station by the community is through an elected board of directors. In this regard, the board is accountable to the community. However, if the community is disinterested or not completely involved in the affairs of the radio station, the board of directors or the station management can run wild and manage the station as if it was a private entity.

The objective of this session is to review the governance of community radio stations. However, the discussions will be relevant to any public organisation. The issues covered will include:

- A review of the structure of a good board
- Defining the functions of a board of directors
- Highlighting the fiduciary responsibilities of a board and
- Highlighting governance challenges experienced by community radio stations.

At the end of this session, it is expected that new board members and station management will have a better understanding of the structure of a good board, the roles and responsibilities of the board of directors and governance challenges of community radio stations.

2. Why have a Board of Directors?

A community radio station is a public entity. It belongs to the community to which the broadcasting licence has been given. The running of the community radio station must therefore be according to the dictates of the law and has to involve the community on whose behalf the licence has been given. A community radio station therefore has to have a board of directors for a number of reasons; including:

- Legal compliance. As a Section 21 organisation (registered under the companies act) or voluntary organisation (registered as an NPO) a community radio station has to have a board
- The IBA Act that defines a community radio station requires a radio station to have a board.
- Transparency and accountability requires that station management account and report to “owners” of the radio station
- Community participation: An effective means of getting people to participate and have a say in the day to day running of the station is through an elected board. This is the spirit of the community radio station.
- Technical support. The board (consisting of skilled people) can provide support to station management.

3. Structure of a Good Board

3.1 Qualifications of Board Members

There are many elements that lead to a board being effective and efficient. These elements include the composition of the board, the skills of individual members of the board, the structure of the board, the commitment of the individuals in the board and the support the board gets from station management.

(i) Composition of a Good Board

In the process of forming a board of directors, the following key elements should be considered:

- It has to reflect the community the radio station serves
 - The diversity of the people the radio station serves
 - Gender considerations (include women)
 - Age considerations (include youths)
- Reflective of skill needs of the radio station. Skills needed include:
 - Human resources
 - Communication
 - Legal
 - Finance
 - Community
 - Business orientation
- Committed individuals. Board members should be willing to
 - Spent time on the activities of the radio station
 - Attend meetings
 - Take up assignments for the radio station as may be needed

Partly because being on the board of a community radio station does not have financial benefits, but also because many stations are in rural areas, stations are not able to attract skilled people. However, by being

willing and sufficiently flexible, a board can secure the services of skilled people by co-opting them on need basis.

3.2 Board Structure

A key element in the effectiveness of a board is its structure. The following board structure is common among boards of non-profit making organisations.

(i) Chairperson.

- Symbol of the board and CRS
- Spokesperson of the board
- Presides over board meetings
- Serves and leads the board
- Acts as major contact for the CRS
- Motivates and holds other board members accountable
- Principle supervisory contact of the executive

(ii) Vice Chair

- Takes over chair in the event of chair being unable
- May be assigned other specific duties by chair

(iii) Secretary

- Cares for and keeps corporate records, seal, minutes
- Takes minutes of board meetings

(iv) Treasurer

- Custodian of assets of the organisation
- Monitors disbursements

- Oversees finance personnel
- Analyses financial reports
- Monitors legal compliance
- Supports the board in understanding financial reports

(v) Sub Committees

There can be any number of subcommittees of the Board. The following are guiding principles in the formation of a subcommittee.

- Is the whole board needed to accomplish the work at hand?
- Is it an on-going function or a temporary function?
- What is the most effective unit that can accomplish this task

3.3 Composition and Functions of Sub Committees

In our earlier discussion, it was suggested that a well performing board has to have subcommittees. A number of subcommittees are usually set up. These include:

(i) The Executive Committee

The Executive Committee is one of the subcommittees of the board; only that this one has decision making powers. The Executive Committees consists of office bearers of the board. It has powers to make operational decisions such as approving budgeted expenditure or accepting monthly management reports. The Executive Committee does not have power to make policy related decisions or decisions that have legal implications. Such decisions are made by the whole board.

Decisions that can be made by the Executive Committee may or may not require ratification by the whole board. However, the board has to be informed during its regular meeting of all the decisions that have been made by the Executive Committee.

(ii) The Human Resources Sub Committee

One of the critical sub committees of the board is the human resources subcommittee. This committee should have (a) the member of the board responsible for human resources, (b) the administrative manager of the organisation (radio station) and (c) any other member of the board who may be interested or experienced in human resource issues, (d) co-opted member either from the radio station or the community in general.

The chairperson of the subcommittee will be the board member responsible for human resources.

The function of the HR subcommittee is to carry out detailed technical work related to human resources e.g. developing HR policy, recruitment of senior staff, dealing with staff grievances etc. In this respect, the subcommittee is not a decision making body. It is only advisory.

(iii) The Finance Subcommittee

The Finance Subcommittee is another important subcommittee of the radio station. Members of the subcommittee should include (a) The treasurer of the board, as the individual who has the finance portfolio of the board, (b) the finance manager of the station and (c) other board members and (d) co-opted members from the station and or the community. The subcommittee will be chaired by the member of the board.

The role of the finance subcommittee is to advise the board on finance issues such as drafting a finance policy, considering budget proposals, reviewing financial reports from management prior to submitting them to the whole board.

As indicated earlier, the subcommittee does not make any decisions. It is an advisory committee. Individuals in the subcommittee have to have the requisite skills, hence explaining the need to co-opt other people into the subcommittee.

(iv) Marketing and Promotion Sub Committee

The marketing and promotion subcommittee should have (a) the member of the board responsible for marketing and promotion, (b) the marketing manager of the station, (c) other members of the board and

station management and (d) co-opted members perhaps from the public. The subcommittee should be chaired by the member of the board responsible for marketing and promotion.

The role of the subcommittee will be to carry out any technical work on marketing and promotion of the radio station such as drafting marketing policy, defining marketing strategies, considering marketing reports etc.

(v) Program and Technical Sub Committee

The Program and Technical subcommittee of the board will consider and advise the board on programming and technical issues of the radio station. Members of this subcommittee will at minimum include (a) member of the board responsible for programming and technical aspects, (b) technical and program managers (if different people), (c) other senior staff members and (d) co-opted member of the public (with skills).

The functions of the subcommittee will include to;

- Define policy on program and related operational procedures
- Review program line-up for the board and advice on the same
- Consider/review the long term development process of the radio and advice the board on strategies and process

(vi) Task Team

There are other forms of sub committees; one of which is the "Task Team". A task team is a short term committee of the board set up to carry out a specific task, e.g. investigate a complaint by a member of the community on the radio station. The task team will be set up to carry out an in depth analysis of the issue and prepare a detailed report on the issue and make recommendations to the board. The task team will be disbanded as soon as the report has been submitted.

The board can form as many task teams as issues arise. Task teams usually include members of the subcommittee responsible for that area of review. A report of a task team may or may not be submitted to the responsible subcommittee before its submission to the board. As a board appointed team, it is answerable to the board and not any other structure of the board.

4. Board Functions

Any organisation has a number of functions that have to be performed for the organisation to continue to exist. These functions include: program, planning, financial management, human resources, marketing/public relations, and board affairs. For each of the above, the board of directors has minimum responsibilities. These are indicated below:

(i) Program Function:

Program function includes: needs assessment, program planning, program management and evaluation.

Board responsibilities include:

- Understanding each program and how its implementation supports the mission of the radio station
- Approving annual program plans
- Overseeing program progress and accomplishments
- Volunteering in program delivery, program committees, undertaking special assignments etc.

(ii) Planning Function

Planning is about defining a desired future of an organisation and the means to get there. This includes:

- Deciding what results should the radio station achieve
- Deciding how to get to the desired results
- Design the necessary structure to carry out the programs to achieve the mission of the radio station

Board responsibilities related to planning include:

- Establishing the values that guide the station
- Ensuring that there is a shared organisation vision
- Ensuring that there is a clear definition of the business of the organisation (the mission of radio station)

- Ensuring that there are long range goals that will guide and focus the work of the radio station, and strategies to achieve the goals
- Ensuring that there is annual operating plan and corresponding budget
- Monitoring and overseeing plan progress

(iii) Financial Management Function

Financial management includes responsibility for financial planning, budgeting, accounting, and compliance with government rules and regulations.

Board responsibilities in financial management include:

- Approving annual budget
- Monitoring budget through reports from manager
- Obtaining and accepting annual audit
- Overseeing investments
- Ensuring legal compliance
- Providing assistance in budgeting, fund raising, investment management etc.

(iv) Human Resource Function

This function covers personnel policies, selection of personnel, job descriptions, supervision, performance appraisal, professional development, labour relations, record keeping, legal compliance etc.

Board responsibilities in human resources include:

- Developing the terms of reference of the Station Manager
- Hiring the Station Manager
- Supervising the Station Manager
- Ensuring compliance with labour and employment laws
- Approving personnel policies and other strategic directions of the radio station
- Monitoring adherence to policies
- Acting as court of last appeal

- Supporting in the development of policies, legal matters, strategic directions etc.

(v) Marketing and Promotion Function

This includes market research, market planning, promotion and communication and public relations

Minimum Board functions include:

- Knowing the markets of the CRS
- Knowing how the CRS is reaching its market
- Linking the CRS to markets
- Reviewing annual performance reports
- Supporting the CRS in public relations, technical assistance in market media relations, brochure design, providing linkages to organisations who can sponsor programs etc.

(vi) Board Affairs Function

This is the function of the board, with the objective of making the board functional. This includes roles, responsibilities and functions of the board.

Minimum functions:

- Defining and structuring the board
- Ensuring that the board is functional
- Ensuring the continuity of the board
- Evaluating the effectiveness and efficiency of the Board and taking action to improve the performance of the Board.
- Reporting to the community on the performance of the community radio station

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5. Fiduciary Responsibilities of Board

Board of Directors are entrusted by the community (or shareholders in the case of a company) to take care of their asset (radio station) and run it on their behalf. There is therefore a fiduciary relationship between the board and the community (as owners of the radio station). Central to this relationship is **faith and trust**, that the board will do the right thing on their behalf. Because of this faith and trust, board members have fiduciary duties. These include:

- To act in good faith towards the organisation (radio station)
- To act **only** within their powers and use the powers only for the benefit of the organisation (radio station)
- Not to use for personal gain any information acquired in their capacity as a directors
- To act in the best interest of the organisation (radio station) and avoid conflict of interest

These give rise to the following duties/code of conduct:

(i) Duty of Loyalty

Duty of loyalty refers to placing the interest of the organisation first. Board members have to act in the best interest of the radio station. This has three elements

(a) Conflict of Interest

Board members would not put themselves in situations where conflict of interest could arise, such as being an owner of a business which is the main supplier of a service to the organisation (radio station).

(b) Personal Profit

Board members may not profit from being on the board of the radio station.

(c) Confidentiality

Board members may not reveal to anyone information that one gets because of ones position on the board.

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(ii) Duty of Care

Duty of care requires board members to act in the best interest of the organization at all times. This requires diligent, attentive, active and informed participation in the activities of the organisation (radio station). The duty of care requires board members to attend meetings, read documents, and effectively participate in meetings and decision making process.

(iii) Duty of Obedience

The duty of obedience requires the board to ensure that the radio station obeys the laws of the land. These include the licence conditions, provisions of the Broadcasting Act, provisions of the Labour and Employment Act, the Companies Act, Income Tax provisions etc.

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6. Governance Challenges of Community Radio Stations

One of the major challenges facing community radio stations is that of governance. This comes in various forms; including:

- Community radio stations not having boards of directors,
- Board of directors not being active (do not meet, do not make decisions, do not support the management, do not participate in the activities of the station etc.)
- Board of directors being involved in the day to day operations of the radio station
- Board of directors not elected by community members,

These governance challenges are caused by many reasons including:

(i) Lack of skills

This is probably the most common cause for non- performance of boards and stations. Because of the lack of skills, board members are not able to critically read and analyze management reports. As the result, reports are uncritically endorsed. Because of the lack of skills, board members do not add value to the station.

(ii) Not elected by community

Board members are not always elected by community members. Individuals become board members by appointment or being elected by a few members of the community. In many cases, board members elected in this way would not be effective nor have the interest of their communities at heart when dealing with the community radio station.

(iii) Non participation of communities

While community radio stations are owned by communities, not all communities actively participate in the activities of the radio stations. When the community does not participate in the activities of the radio station, and watch over the radio station, it may be run like a private entity.

(iv) Ineffective station management

The performance of the board depends to a large extent on the station management. If station management is not effective, it will not be able to prepare and submit to the board work plans, prepare budgets, prepare reports etc. The monitoring role of the board would be superfluous.

(v) Other driving interests

While the purpose of being on the board of a station is to support the radio station, this is not always the reason individuals want to become board members of a radio station. When these other interests take center stage, the board will be dysfunctional.

(vi) Founder syndrome

Some community radio stations are managed by founder members. They nominate one of them to be the station manager while others become board members. Over time, the board and the station management becomes non-functional. ***The question is how should these issues be dealt with?***

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(a) **INDUCTION POLICY**

1) PREAMBLE

- a) The Board of Director of Radio Zibonele realises that in order to maintain effective and efficient service delivery, all employees must be taken through a comprehensive induction process.
- b) Radio Zibonele commits itself to assist new employees to integrate into the culture of the organisation and to acquaint themselves with details and the requirements of the job as quickly as possible.
- c) The induction process will take place by means of a formal induction checklist which will guide the Human Resource functionaries and Departmental Managers or delegates for the purpose of employee orientation.
- d) The induction checklists are attached as per Annexure A.

2) PURPOSE

- a) The purpose of this policy is to provide guidelines and a framework to enable and facilitate the integration of new employees into the Radio Zibonele. Radio Zibonele believes that all new employees must be effectively inducted into the station. Induction is regarded as a vital part of staff recruitment and integration into the working environment.
- b) This policy, associated procedures and guidelines define Zibonele's commitment to ensure that all staff is supported during the period of induction, to the benefit of the employee and the Radio Zibonele alike.
- c) It is the aim of Radio Zibonele to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible.
- d) This induction policy, associated procedures and guidelines aim to set out general steps for Managers and Staff to follow during the induction process. It is expected that all Managers and Staff will adhere to this policy.

3) OBJECTIVES

- a) To provide new employees with the necessary training, information about their role and culture of Zibonele to ensure a smooth transition into their new position. *This also assists with the retention of the new employee.*
- b) Acquainting new employees with the organisational objectives, mandate and job procedures;
- c) To provide a welcoming, caring and supportive experience of the organisation.

- d) To build loyalty through an effective induction process, setting clear expectations and providing ongoing training and feedback.
- e) To establish a clear communications channel.
- f) Establishing relationships with co-workers including managers and other colleagues.
- g) To provide information about the organisation, the structures, the policies and Procedures.
- h) Providing the employee with an indication of the preferred means by which organisational goals should be attained;

4) SCOPE OF THE INDUCTION TRAINING

- a) Induction training shall be conducted for all employees of the Zibonele as follows:
 - i) General organisation induction which affect all employees within Radio Zibonele including new employees.
 - ii) Departmental induction which will be tailored to the new employee's specific department and job.

5) RESPONSIBILITY FOR INDUCTION

- a) The following components will be involved in the induction process:
 - i) Human Resources Department

The Human Resources Department will be responsible for issues such as the employment contract, compensation, policies, benefits and the development and monitoring of the success of the induction checklist.

 - (1) The Manager Human Resources meets and greets the new employee on the first day. During the meeting, the Manager Human Resources covers Induction Checklist A, including HR administration i.e. filling in of forms etc.
 - (2) The Manager Human Resources takes the new employee on a tour of Zibonele, introducing to current staff, showing facilities available and emergency exits, fire extinguishers and first aid boxes locations.
 - (3) Within the **first two working days** of commencement, the Manager Human Resources is to ensure that the new employee has read, completed and where relevant, signed the following documents:
 - (a) Letter of Offer
 - (b) Job description;
 - (c) Performance Assessment Forms
 - (d) And all other forms that needs to be filled.

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ii) The Station Manager

- (1) It is the responsibility of the Station Manager to meet all new employees and briefly explain to them the history of Radio Zibonele, introduction and role of Board of Directors, the role and responsibilities of the different department within the Zibonele.
- (2) The Station Manager meets new employee on the first day and covers Staff Induction Checklist B.

iii) The Line Manager

- (1) The Line Manager must ensure that the employees in his or her department receive all the information necessary to enable them to function as efficiently and effectively as possible.
- (2) This will include the introduction of new employees to co-workers, explaining job duties and responsibilities as well as procedures, rules and regulations and also taking the employees on a familiarisation tour of the workplace.
- (3) Line Manager completes the Staff Induction Checklist C as well Checklist D.
- (4) The Line Manager may also choose to develop a specialised induction training to ensure that new employees are adequately familiarised with key information relating to their workplace, this is recorded via Staff Induction Checklist E.

6) BENEFICIARIES OF THE INDUCTION PROCESS

- a) There are three categories of employees who will benefit from induction process as follows:

i) NEW EMPLOYEES

- (1) It is vital that all new employees should receive proper induction training.

ii) TRANSFERRED/PROMOTED EMPLOYEES

- (1) Existing employees who have been transferred or promoted within the Zibonele will receive induction training, especially if the transfer or promotion involves a significant change of environment.

iii) ALL CURRENT EMPLOYEES

- (1) An induction training involving all current employees shall take place from time to time to disseminate information relating to new policies that have been formulated and other policies that have been amended.

7) DURATION OF INDUCTION

- a) Induction training shall be conducted for a period not exceeding two days for HR induction and two days for departmental induction.
- b) The induction period can be extended for a longer period if the need arises to ensure that new employees are properly inducted. Existing employees shall be subjected to induction process on an ongoing basis depending on availability of new or amended policies and programmes.

8) EVALUATION OF INDUCTION PROCESS

- a) The following quantitative measures shall be carried out by the HR Functionaries after a period of six months to evaluate the success of the induction process:
 - i) Labour turnover statistics
 - ii) Sickness and absenteeism rates
 - iii) Questionnaires and exit interviews

9) INDUCTION FOR NEW MANAGERS IN ZIBONELE

a) Objectives

- i) To provide new managers with an understanding of all Zibonele Policies and Procedures relevant to their role.
- ii) To highlight and provide training in all areas of management responsibility within those Policies and Procedures
- iii) To clarify the requirements/expectations of the role
- iv) To provide information regarding sources of information and support

b) Areas of common responsibility

- i) General Management
- ii) Health and Safety

(1) General Management

- (a) The strategic vision of ZIBONELE includes a commitment to providing a caring and supportive environment to all Staff. Therefore management of people is key to achieving this vision.
- (b) As part of this vision, the Human Resources Department have developed a number of processes and procedures around best practice and employment legislation.
- (c) During the first week new managers will have scheduled meetings with members of the Human Resources Department where they will be briefed on each of the relevant Human Resources Policies and Procedures.
- (d) Sub-modules they need to complete:
 - (i) Management Training

- (ii) Dealing with Grievance & Discipline
- (iii) Conflict Resolution
- (iv) Emotional Intelligent
- (v) Management of Resources
- (vi) An other

(2) Health and Safety

- (a) New managers should have a scheduled meeting with the ZIBONELE Health & Safety Officer who will provide them with an overview of Health & Safety Policies and associated management responsibilities.

Training and development policy

1) Purpose and scope

Radio Zibonele recognises that effective training and development offers benefits to the individual and the organisation as a whole, which ultimately contribute to the achievement of Radio Zibonele's objectives. These benefits include:

- higher standards of work performance
- greater understanding and appreciation of factors affecting work performance
- sharing of ideas and dissemination of good practice effective management and implementation of change encouragement of team spirit
- increased motivation and job satisfaction for the individual
- greater understanding of Radio Zibonele business.

a) Radio Zibonele aims to ensure that:

- its stated objectives are met
- each member of staff understands what his or her work role involves
- each person is developed to enable them to achieve their work objectives
- staff are prepared and equipped to deal with changes in Zibonele
- each individual is encouraged to develop his or her potential, both personally and professionally
- lifelong learning is supported and encouraged for all staff.

b) This policy applies to all staff.

2) Principles of the training and development policy

a) Training and development makes Radio Zibonele a more effective organisation. Radio Zibonele's continued success depends upon meeting the objectives set by the Board and agreed with our constituency and partners. This will be achieved through staff who are competent in their roles.

b) Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at training courses, conferences or seminars, visits to other institutions, work shadowing, formal study, coaching and mentoring.

c) Radio Zibonele believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives. Radio Zibonele performance review system allows for specific input from individuals in relation to suggestions for development at least twice a

year.

- d) Radio Zibonele's approach to the provision of training and development is to consider the development needs identified and how these should be met. This is in line with Radio Zibonele's definition of training and development, and it focuses attention on development activities that add value to the business, enabling Radio Zibonele to meet its strategic objectives.
- e) The responsibility for identifying training and development needs and carrying out agreed training and development activity is shared between the line manager and member of staff. Radio Zibonele will encourage and support appropriate training and development. Reasonable time and financial support may be allocated.
- f) Line managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.
- g) Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by Radio Zibonele. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.
- h) Radio Zibonele is committed, through its performance review process, to the creation of training and development opportunities for all staff, and will work to ensure equality of opportunity across all training and development activity.
- i) Radio Zibonele will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.
- j) The training and development policy, and accompanying guidance notes, provide a framework within which decisions can be made and supported with regard to the development of individuals and groups within Radio Zibonele. In addition, please refer to the policies and guidance notes on induction and the performance review process.

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Training and development

Guidance notes

Contents

- 1) **The range of training and development opportunities**
 - a) Types of training and development activity
 - b) Drawing on the expertise and experience of others
 - c) Processes by which people learn
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 - b) Line managers
 - c) Senior (station) management
 - d) The Human Resources (HR) function
- 3) **Links to other HR policies and initiatives**
 - a) Performance review and review process
 - b) Induction
- 4) **Planning training and development**
 - a) Identification of needs
 - b) Training and development plan
- 5) **Access to training and development**
 - a) Entitlement to development support
 - b) Equal opportunities
- 6) **Resources for training and development**
 - a) Budget for training and development
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- 7) **Formal qualifications**
 - a) Funding of training/further qualifications
 - b) Study and exam leave
- 8) **Monitoring and evaluation**
 - a) Monitoring – maintaining 'learning logs'
 - b) Evaluation
- 9) **Appendices**
 - a) 1.A Types of activities that may be considered developmental
 - b) 1.B Processes by which people learn
 - c) 1.C Keeping a learning log
 - d) 1.D Learning log template

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1) The range of training and development opportunities

a) Types of training and development activity

- (1) There are many different types of activity that contribute to an individual's personal development, and colleagues are encouraged to consider the range of opportunities available to them.
- (2) Some activities are undertaken with the specific aim of enhancing skills and/or imparting information. Examples of these include attending a seminar or training course, reading, work-shadowing and mentoring.
- (3) Other activities offering the potential for development may arise in the course of normal work activity. Examples of these include being involved in a project where the individual acquires new skills or knowledge or discussing how to deal with a particular problem with a colleague. In these situations, learning is far greater where the opportunity is identified in advance, with attention drawn to identifying the generic skills or general principles and considering how they may be applied in other similar situations.
- (4) Further examples of the type of activities that may be considered developmental are given in Appendix 1a, including both those designed or intended for that purpose and those which are integrated with normal work activities.

b) Drawing on the expertise and experience of others

- (1) Where possible, development activities will draw on the knowledge and skills of Radio Zibonele staff. This has the advantage of allowing advice, guidance and on-the-job training to be given in a way that is directly applicable to the work context, and highly relevant to the post holder. Various people may be involved in supporting the development of others; in particular a person's line manager, colleagues, networking contacts, mentors etc. Development by these means may take many forms, including, for example, one-to-one discussions, seminars, hands-on demonstrations and coaching.

c) Processes by which people learn

- (1) There are various ways in which a person might learn, for example by listening, reading, observing or seeking feedback. Colleagues are encouraged to recognise the different means by which they learn and make best use of those which suit to their own style of learning. Examples of the processes by which people learn are given in Appendix 1b.

2) Responsibilities

a) The individual

- i) Each member of staff has a personal responsibility to participate actively in training to enable them to carry out their work effectively and efficiently. This involves:
 - (1) identifying their own training needs and discussing them with their line manager
 - (2) looking for training and development opportunities both on-the-job and more widely, including attendance at conferences and seminars
 - (3) the development and implementation of an agreed development plan
 - (4) participating in development activities
 - (5) monitoring and evaluation of the plan and development activities
 - (6) spending personal time on their own self development

b) Line managers

- i) Line managers have a key role in the training and development of their staff. They should ensure that their staff are trained to carry out their present job effectively and receive training to develop them for future opportunities. This involves:
 - (1) identifying training, development and support needs with staff
 - (2) ensuring plans are developed to help meet these needs
 - (3) providing on the job training where possible
 - (4) providing opportunities for personal development, for example by exploring new areas of work
 - (5) reviewing, monitoring and evaluating development activities and their effectiveness.
 - (6) Identifying opportunities to practise new skills and demonstrate knowledge (this could include briefing other staff on specific subject areas)
 - (7) monitoring and ensuring effective and fair use of the budget

- ii) Line managers are responsible for implementing Radio Zibonele's policy on training and development.
- iii) Specifically, their role is to ensure that the training and development needs of their staff are identified, taking account of both individuals and groups, and that these are appropriately addressed. Line managers have an important part to play in encouraging/facilitating people's involvement in training and development activities, both as participants or organisers, and in providing guidance/feedback with regard to the skills and knowledge required for their current role.

c) The Human Resources (HR) function

- i) The HR function has a facilitation role in relation to training and development. This includes:
 - (1) providing the tools to support training and development (eg, the performance review process, training and development logs)
 - (2) advising and encouraging individuals and those with line management responsibilities about training and development matters
 - (3) coordinating the delivery of certain training and development activities that are organised centrally
 - (4) managing the centralised budget for training and development and ensuring consistency of allocation
 - (5) maintaining records with regard to the development of Radio Zibonele staff
 - (6) supporting Radio Zibonele's efforts in relation to its aim to maintain accreditation as an Investor in People
 - (7) preparation of organisation wide training needs analysis and an annual
 - (8) Radio Zibonele training plan.

d) Station Manager

- i) The Station Manager has the overall responsibility for policy implementation including participation in the development of training and development strategies and policy, training and development initiatives and monitoring and evaluation.
- ii) Station Manager is responsible for actively encouraging training and development as a means to enable Radio Zibonele to meet its business objectives, and for ensuring that resources are made available for this purpose.

3) **Links to other HR policies and initiatives**

i) **Performance review and review process**

- (1) The performance review process is an important part of the Radio Zibonele approach to training and development.
- (2) It involves twice yearly meetings between individuals and their line managers, to discuss and review the post holder's work activities and their personal development plan (PDP), and to plan ahead for the future. The performance review meetings provide the time and space to identify development needs, plan how these should be addressed and evaluate the effectiveness of development activities undertaken previously. Radio Zibonele's policy on training and development is therefore closely related to that of the performance review process. The policy on the performance review process and accompanying guidance notes provide further details on how this mechanism may be used to support training and development.

ii) **Induction**

- (1) An effective induction process is important for settling new members of staff into Radio Zibonele, and ensuring the smooth transition of those who move to roles in other departments/teams.
- (2) It involves both ensuring that the person has the necessary skills and knowledge to perform their role effectively, and familiarising them with the detail of the work that they will be performing. The line manager is responsible for monitoring the progress of the new member of staff, and for ensuring that any development needs are identified and met.
- (3) Please see Radio Zibonele's policy on induction for further details.

4) Planning training and development

a) Identifying development needs

(1) Development needs may be identified at several levels: those that apply to the organisation as a whole, those at a group or team level and those which apply to a particular individual (or group of individuals). Mechanisms are in place to identify training and development needs at each of these levels.

(a) Organisational training and development objectives are identified by HR in consultation with the station manager. This involves analysing the strategic plan and local operating plans and taking account of

(i) external and internal influences that may affect Radio Zibonele's performance. An example of organisation-wide development needs would be a requirement for more advanced IT skills brought about by a new broadcasting equipment, or the need for greater awareness of equal opportunities

(ii) issues across Radio Zibonele.

(b) Group training needs will be identified following a meeting between the station manager and HR.

(c) At team level, information is gathered from a variety of sources to identify training and development needs common to a group of staff. As above, responsibility for this lies with HR and line managers, in consultation with station manager. Sources of information used for this purpose are likely to include performance review process documentation, discussions with line managers and staff – both formal and informal, findings from the annual staff survey and team plans with regard to existing local priorities.

(d) At the level of individuals, the performance review process is the main vehicle for recognising and planning training and development. Line managers are responsible for ensuring that individuals training needs are followed through.

b) Training and development plan (PDP)

(1) HR will produce a costed training and development plan each autumn once all performance review documentation has been received and analysed. This will summarise the development needs identified at the level of Radio Zibonele as a whole, for particular groups or teams, and for individuals, based on the variety of information sources set out above.

5) **Access to training and development**

i) **Entitlement to development support**

- (1) The extent to which a training and development activity can be supported by Radio Zibonele will depend on a number of factors including:
 - (a) the relevance of the development need to achieving the strategic plan
 - (b) financial costs to Radio Zibonele
 - (c) hidden costs – including, for example, the amount of work time required to complete the development activity
 - (d) any additional cover required and impact on colleagues
 - (e) the amount of development support that it is reasonable for any one member of staff to undertake in a given period
 - (f) availability of funds in the training and development budget parity with similar applications.

ii) **Equality of opportunity**

- (1) Radio Zibonele seeks to ensure that development opportunities are available for all. This principle does not, however, imply an automatic right of individuals to particular development activities or a right to undertake development actions within specified periods of time.
- (2) Line managers are responsible for ensuring that the development needs of all staff are given fair consideration and that the needs of staff employed on a part-time or short-term basis are addressed equitably.

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6) Resources for training and development

i) Budget for training and development

- (1) The budget for training and development is managed by the HR and is based on bids from Board of Directors along with employees.

ii) Time allocation for training and development

- (1) Training and development activities required by Radio Zibonele will usually take place during work time and agreed costs will be reimbursed.
- (2) Training and development activities that are encouraged by Radio Zibonele but not essential may take place during work time, or may involve study in the participant's own time, during evenings and weekends.
- (3) Where training and development takes place in normal work hours, cover will be arranged where necessary.
- (4) Part time colleagues who work additional hours to participate in training and development activities outside of their usual pattern of work (but within normal work hours) will usually be able to agree time off in lieu.

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7) Qualifications

i) Funding of training/further qualifications

(1) Where a member of staff wishes to undertake a qualification, they, or their line manager, should bring this to the attention of HR. This should be discussed as part of the performance review process and then the individual is asked to complete an application stating how the qualification will benefit his/her department and Radio Zibonele as a whole. S/he may also be asked to supply further details about the proposed development activity.

(2) See Radio Zibonele Education as fringe benefit policy.

ii) Study and exam leave

(1) Employees may be permitted to take a day before the examination and the examination day paid leave for the purposes of study or exams in any year when undertaking long-term study funded by Radio Zibonele. Any additional time required must be taken as annual leave or unpaid leave.

(2) An individual who wishes to take study leave should provide their line manager and HR with details of the course for which they wish to study and his/her reasons for the application for study leave. Documentary evidence of examination dates or college workshops may be required.

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8) **Monitoring and evaluation**

i) **8.1 Monitoring – maintaining ‘learning logs’**

- (1) Individual members of staff should maintain records of development activities in which they have been involved. Training records / log should be completed after each training or development activity and then stored in a learning log file as the ideal method for keeping such records. The collated learning logs should be referred to during the performance review meeting. Learning logs should be attached to an application for training and development as a record of how previous development activity has been applied at work.
- (2) HR will maintain records of any formal development activities, including any funded courses and will use this to produce management information with regard to participation, costs and categories of staff.

ii) **Evaluation**

- (1) Training and development activities will be evaluated, in respect of their effectiveness from both an organisational and a personal perspective. There are several ways in which this can be done.
- (2) The performance review process is the primary means of evaluating training and development of all types. The individual and their line manager should use the performance review meeting to evaluate the extent to which agreed development activities have achieved the intended objectives and, where necessary, plan the next steps. Unplanned development opportunities that arise in the course of normal work activity should also be reflected upon in order to identify how this might improve future work activities. Following the performance review meeting, a written summary of all the matters discussed should be produced and forwarded to HR, in accordance with the performance review process.
- (3) The training and development evaluation form consists of two sections. The first is a response to the training or development activity, the second is about action planning in order to implement training. The purpose of these forms is to evaluate the effectiveness of training and development, and ensure that time and energy are wisely employed. An individual is asked to complete these immediately after and three months after each training/development event. A copy of this is forwarded to HR.
- (4) HR is responsible for analysing the performance review documentation and training and development evaluation forms with regard to the effectiveness of training and development activity, and where necessary taking follow up action. The evaluation data will inform future practice with regard to advising

staff on the training and development opportunities available to them and booking training courses.

- (5) Annually a brief report will be produced by HR for the Directorate summarising the impact of training and development on work performance and any relevant feedback from the staff survey.

9) Appendix 1a: Types of activities that may be considered developmental

It is recognised that individuals have different learning styles and there are many workplace activities that, when used in combination, can make up a highly efficient and effective development programme. The term 'blended learning' is used to describe this style of learning, where a blend of different structured activities carried out over time, create a stimulating and very effective learning programme. The list below includes a number of activities that can be blended together.

Learning on the job in this manner requires a degree of self-awareness about the type of activity best suited to your own style. It also requires good planning, so you can identify opportunities that lie ahead. If you are unsure of your own preferred style and need assistance with identification, HR will provide advice and tools to help with this.

Examples of activities which when blended together enhance personal development

- i) Reading (books, journals, reports, newspapers)
- ii) Networking (both internally and with people external to Radio Zibonele)
- iii) Instruction - being shown how to do something and subsequently putting this into practice
- iv) Attending conference/seminars/development forums or working groups / work shadowing
- v) Attending a formal training event (both internal and external)
- vi) Taking on new tasks or additional responsibilities to develop particular skills you identify
- vii) Moving into a new or different work role
- viii) Watching training/educational videos
- ix) Being involved in role plays or simulations
- x) Using case studies to develop your knowledge (both those described in books/journals, and cases that colleagues or acquaintances may be able to tell you about)
- xi) Asking for feedback on your own performance from those who work closely with you
- xii) Watching relevant documentaries/news items on the television or listening to selected radio programmes
- xiii) Involvement in coaching/mentoring relationships (can be developmental for both parties)
- xiv) Keeping a personal development journal – reflection on experience
- xv) Participating in a group discussion

- xvi) Working towards a qualification (academic, professional, or vocational qualifications)
- xvii) Belonging to an action learning group (meeting with peers to discuss work related issues with the aim of finding solutions to problems)
- xviii) Involvement in activities related to a professional body or employer's association (eg, attending branch meetings, giving a presentation to fellow members)
- xix) E-learning – a large selection of computer-based courses is now available and can generally be completed from the comfort of your own desk. E-learning tends to be interactive, carefully designed (to meet the diverse needs of as many people as possible) and may include video, sound, pictures, as well as text and check tests to measure understanding.
- xx) Benchmarking – using a similar business operation (eg, a business that conducts audits or reviews) to compare work processes with a view to learning, developing and possibly improving the performance of your organisation. A true benchmarking exercise will be reciprocal

b) Examples of potentially developmental experiences which may arise in (or be integrated into) the course of normal work activity

- i) Attending various meetings
- ii) Being involved in a review visit beyond the normal scope of your work activities
- iii) Working with external committees
- iv) Using the internet or intranet to research something
- v) Working on a task which requires you to solve a problem
- vi) Giving, or preparing, a presentation on a topic with which you are not familiar
- vii) Discussing how to deal with a particular problem with someone you work with
- viii) Undertaking a project or assignment that is in some way different to those you have worked on previously
- ix) Observing how others deal with a particular problem or respond in a given situation
- x) Delegating tasks to others
- xi) Being a member of a working groups or task force
- xii) Being involved in various tasks (both those which are familiar and unfamiliar to you)
- xiii) Adjusting to a new or changed work role
- xiv) Managing a change
- xv) Preparing for your performance review – looking back on what you have done over the last six to 12 months and planning ahead for the future
- xvi) Managing a team, or co-ordinating a project group
- xvii) Talking things through with your line manager at your performance review
- xviii) Taking on additional tasks and responsibilities that present you with a challenge.

Administration and Management Policy

Radio Zibonele Station will implement procedures for Administration and Management processes and procedures which ensure effective running of the training events on the skills programme onsite and offsite. This policy will also ensure that a Management Information System is established and implemented.

The system will include a computerized learner database providing accurate information required for internal management

There will be adequate controls to protect the security of information and to ensure efficient access to information

A learner information file (Hardcopy and Electronic) will be kept up to date with learner personal details, Assessment results. Copy of ID, appeals or any other information, Copy certificates.

A moderation documents will be kept in the moderation form and will be filed per training. Content will be as determined by MICTSETA.

The QMS file will contain Radio Zibonele Station information, learning programme file and ETD policies and will be made available to Radio Zibonele Station Management and other stakeholders upon demand.

All type (telephone, emails, etc) of communications with learners, assessors, moderators and other stakeholders will be documented and filed.

It shall be the responsibility of administrative committee to ensure that this policy is continually updated and that all employees in his or her section understand and adheres to the policy.

Administrative & Management Procedures

Pre- Training administration

Learners registrations forms are received by Radio Zibonele Station electronically, fax or post, hand delivered.

Once proof of payment has been received:

The training venue, Caterer, Facilitator, assessor are confirmed

Training material ordered/printed

The workshop details are sent to the facilitator (Secondary sheet (Profiling learners), Attendance register, Programme for each day of training and travelling & accommodation arrangements are confirmed.

Training material, Directions to the venues is sent to the venue for the attention of the site coordinator.

Learner Workshop confirmation form

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During training

Administrative documents to complete & Submit

- Attendance register
- Letter of agreement for assessment
- Copy of Certified ID Document
- Letter of authenticity
- Attendance register
- Training resources

To issue out to learners

- Participant manual
- 2 Textbooks (99 ideas, Making content comprehensible
- POE
- MICTSETA Learner Information form
- Assessor & Facilitator contact detail

Post Training

- Workshop feedback forms
- Lesson observation is done and feedback documented and discussed with learners
- Facilitator submits all documents collected in 1
- Collection of PoEs, assessment and Moderation
- Sending learner assessment results
- Receipt of Learner assessment Review form
- Certificates & SORS are send out to learners
- Facilitator report
- Invoices from Supplier (Facilitator, Assessors, Moderators etc)

Useful Documents

ID code & Version	TITLE of administrative document
ADM01 v.1	Learner Letter of agreement for assessment
ADM02 v.1	Certificate
ADM03 v.1	Not yet competent letter
ADM04 v.1	Letter of competence
ADM05 v.1	Assessment instruments
ADM06 v.1	Workshop feedback form
ADM07 v.1	Intake & control of PoEs
ADM08 v.1	Directions to the venue
ADM09 v.1	Moderation instrument (Report)
ADM10 v.1	Assessor review of assessment
ADM11 v.1	Assessor feedback on moderation
ADM12 v.1	Learner review of assessment
ADM13 v.1	Submission from learners Checklist
ADM14 v.1	Facilitator Report
ADM15 v.1	Invoices template
ADM16 v.1	Expense claim form
ADM17 v.1	Programme
ADM18 v.1	Expense claim form
ADM19 v.1	Invoice template
ADM20 v.1	Course Registration form
ADM21 v.1	Attendance register
ADM22 v.1	Learner feedback on assessment
ADM23 v.1	Appeal form
ADM24 v.1	List of Administration Documents
ADM25 v.1	Register for POE's selected for Moderation
ADM26 v.1	Work order for suppliers
ADM27 v.1	Workshop confirmation letter- Candidates
ADM28 v.1	Administrative procedure checklist
ADM29 v.1	Training material order
ADM30 v.1	Learner Secondary information sheet
ADM31 v.1	
ADM32 v.1	Training confirmation & Checklist-Facilitator
ADM33 v.1	Training Confirmation & checklist- Site coordinator
ADM34 v.1	Declaration of authenticity
ADM35 v.1	Lesson Observation Instrument
ADM36 v.1	Assessment Guide -POE



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RADIO ZIBONELE 98.2 FM

POLICY ON EMPLOYMENT OF FAMILY MEMBERS

000260



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RADIO ZIBONELE 98.2 FM

<u>Policy on Employment of Family members</u>			
Policy Group(s):	Employment of staff		
R Z Statute and/or Regulation Reference No:	To Follow		
Relevant Government Legislation and/or policy:	Labour Relations Act Basic Conditions of Employment Act Employment Equity Act		
Policy Reference and Version No:	To Follow		
Approval Date:	23 September 2013 (Proposed)		
Commencement Date:	01 October 2013 (Proposed)	Review Date	

Key Words for Search Engine:	Family members
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<u>POLICY STATEMENT</u>	
Intent:	RZ is committed to fair and equitable policies and procedure in respect of its recruitment and selection procedures. The institution however has to take cognizance of issues and activities that may have negative effects on management and administration. The appointment of family members is one such issue and it must be managed.
Scope:	All employees appointed in permanent or contract positions within



	RZ.
Objective(s):	To provide guidelines for the appointment of family members of staff employed by RZ.
Policy Provisions	<p>1. Definition</p> <p>An immediate family member of staff is defined as a husband, wife, biological sons and daughters, son-in-law, daughter-in-law, father-in-law, mother-in-law, brother and sister.</p> <p>2. Guidelines</p> <p>As a means to address some of the problems with regard to the management and administration in departments, the following policy/procedure shall be followed in future in respect of the appointment of family members.</p> <p>2.1 Immediate family members of staff shall not be appointed in a direct reporting line.</p> <p>2.2 This exclusion apply to all staff members.</p>

Supporting Procedures and Guidelines	Recruitment and Selection Procedure.
Supporting/ related Documents	<p>Appointment Recommendation Form</p> <p>Profile of Recommended Candidates (attach CV)</p> <p>Assessment Report</p> <p>Job Advert</p> <p>Summary of applicants</p> <p>Request to Fill a Vacancy Form</p>



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	<u>ACCOUNTABILITY</u>
Implementation:	Human Resources Department
Compliance:	Human Resources Department and Line Management
Monitoring and Evaluation:	Human Resources Department
Development/Review:	Human Resources Department
Review and Recommendation:	Human Resources Committee of Council
Approval Authority:	Council
Interpretation and Advice:	Human Resources Department

WHO SHOULD KNOW THIS POLICY?

Human Resources Department

All staff

EFFECTIVENESS OF THE POLICY

Performance Indicator(s):	Application of Recruitment and Selection Procedure
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REVISION HISTORY

Revision Ref No.	Approved/Rescinded	Date	Authority	Minutes Ref

Policy Authorization Document

Policy Name: Policy on Employment of family members

Prepared by: Radio Zibonele Management

Date: October 2013

This policy was adopted on _____

	Proposed by	Seconded by
Name of BOD member		
Capacity		
Signature		

This policy was authorized on _____.

Chairperson of BOD

L. MTONZIMA


Surname and Initials


Signature

Secretary of BOD

VELLEM. M.

Surname and Initials


Signature

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FINANCIAL MANAGEMENT POLICIES AND PROCEDURES

SAMPLE

1. GENERAL PURPOSE

The purpose of these policies is to establish guidelines for developing financial goals and objectives, making financial decisions, reporting the financial status of the Agency, and managing the Agency's funds.

2. FINANCIAL RESPONSIBILITIES

It is the responsibility of the Board of Directors to formulate financial policies and review operations and activities on a periodic basis.

The Board delegates this oversight responsibility to the Treasurer of the Board and the Finance Committee of which the Treasurer is the Chair. This responsibility is shared through delegation with the Agency CEO and the Head of Finance (or CFO).

The Agency CEO acts as the primary fiscal agent, implementing all financial policies and procedures. The Agency CEO, with oversight of The Finance Committee is responsible for the coordination of the following: Annual budget presentation, management of the Endowment and other fund investments, selection of the outside auditors, and approving revenue and expenditure objectives in accordance with the Board approved long-term plans.

The Head of Finance with oversight by the Finance Committee has the day-to-day operations responsibility for managing Agency funds, ensuring the accuracy of the accounting records, internal controls, financial objectives and policies, financial statement preparation, and bank reconciliation review and approval.

The Accountant is directly supervised by the Head of Finance and is responsible for the preparation of the Chart of Accounts, Reporting Formats, Accounts Payable Processing, Payroll input and Payroll processing, Cash Receipts input, Journal Entries for General Ledger, Form 1099 reporting, Form 5500 reporting, and Form 990 reporting as well as Bank Reconciliations.

3. CONFLICT OF INTEREST

Members of the Board of Directors are prohibited from activities that might present conflicts of interest. The powers of directorship may not be used to personally benefit the Director at the corporation's expense. If a Director has a financial interest in a corporate transaction, the Director must fully disclose the interest and abstain from voting. Loans to Directors are prohibited.

4. BUDGETING PROCESS *(The entire Board must approve the budget.)*

The Agency's CEO, the Head of Finance, and the Treasurer shall be responsible for presenting to the Finance Committee and other Board Committees an annual operating budget draft sixty

(60) days prior to the end of the fiscal year and thirty (30) days prior to its submission to the Board of Directors.

The Finance Committee shall review and approve the recommended fiscal year budget revenues, expenditures and cash flow, and submit it for approval to the Board of Directors.

The budget shall contain revenues and expenses forecasted by month. A chart describing monthly cash flow shall be included.

5. FINANCIAL STATEMENTS

The Agency's financial statements shall be prepared on an accrual basis in accordance with Generally Accepted Accounting Principles ("GAAP").

The presentation of the Financial Statements shall follow the recommendation of the Financial Accounting Standards No. 117, "Financial Statements of Not-For-Profit Organizations" (SFAS No. 117).

Under GAAP, net assets and revenues, expenses, gains, and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, the net assets of the agency and changes shall be classified as unrestricted, temporarily restricted and permanently restricted.

Separate from Unrestricted Funds, resources for various purposes are classified for accounting and maintained for each fund. Several funds are in place for this purpose including but not limited to: Endowment Fund, Restricted Funds, Cash Management Fund, Property and Equipment Fund, etc.

The Head of Finance shall prepare and present Monthly Financial Statements in a format approved by the Agency CEO and Finance Committee. The statements shall be presented to the Agency CEO, senior management, and the Finance Committee for review.

6. CASH FUND

A cash fund of one-quarter to one-third of the Agency's annual operating expenses shall be maintained. When the fund balance falls below this minimum, the Finance Committee and the Board shall develop a plan and budget for rebuilding it.

7. AUDIT

The Agency will have an audit of its financial statements annually, within 4 months of the end of each the fiscal year. The audit shall be completed by a firm of Independent Certified Public Accountants. The Agency CEO and the Head of Finance shall have direct responsibility in overseeing the implementation of the Annual Financial Audit. The Audit Committee shall have board oversight. In no cases shall the number of Board Members holding seats on the Audit Committee be less than the number of agency staff and management.

The Agency CEO and the Head of Finance shall recommend to the Audit Committee for approval, the selection of a firm to perform the annual audit. In addition, the Audit Committee

shall assist when necessary in the audit preparation, and report the final results to the Board of Directors. A representative of the audit firm shall be invited to attend the annual presentation to the Audit Committee, and shall be required to make a presentation to the Board if the audit report is other than unqualified, or if the auditors report material weaknesses in internal controls or reportable conditions.

The Head of Finance or the Auditor shall prepare the Form 990 and it shall be reviewed by the, the Agency's CEO, and the Finance Committee before submission to the IRS.

8. REVENUE AND INCOME PROCEDURES

The Agency CEO in conjunction with the Vice President of Fund Development, and the Head of Finance, develops and proposes revenue goals and objectives and submits them to the Fund Development Committee prior to Board discussion and approval.

All contributions shall be recorded in accordance with GAAP, with specific attention to standards FASB 116 and 117. Contributions are recorded as pledged or received in accordance with FASB 116, and must be credited to the appropriate revenue lines as presented in the annual budget and coded with the appropriate account number as designated in the Agency's Chart of Accounts.

9. RECORDING RECEIPTS

The following procedures for cash received through the mail or given to a staff person shall be in place: Mail should be opened by a staff person that is not involved in the accounting function. All checks shall be endorsed with the Agency's official stamp. All cash and checks received through the mail shall be forwarded to the designated staff in the Fund Development Department, or other staff not involved in the accounting function. This person records all checks and cash by date, name of company or individual, designation, and amount.

After recording checks, or cash, they are forwarded to the accountant who records it for accounting purposes. An individual deposit ticket shall be prepared with triplicate copies, bearing a different designation of each account. That record shall include date of deposit, name of sender, amount, and designation. A copy of the bank deposit slip is retained in chronological order with copies of the deposited checks. All cash and checks shall be deposited the same business day if possible, and no later than the next business day into the Agency's Bank Account.

The same procedures followed for cash receipts shall be followed when monies are received by employees as contributions for special events.

Gifts received electronically, such as stock transfers or on-line contributions should be properly recorded by a staff person in the Fund Development department, and by the Accountant. Transactions should be periodically rechecked by the Head of Finance.

The Accountant shall make the appropriate entries in the General Ledger books. The Accountant shall reconcile all logs of incoming cash/checks with the deposit slips, and with the record of receipts maintained by the Fund Development organization.

10. RECEIPTS TO DONORS

The Vice President of Fund Development shall ensure that all donors and contributors shall receive proper acknowledgement of their contributions in accordance with IRS Guidelines.

11. EXPENDITURES PROCEDURES

All expenditures shall be approved by the Agency's CEO or a Vice President. All expenditures shall be coded by account number using the Agency's Chart of Accounts.

The Accountant maintains standard accounting records containing all aspects of the Agency's financial operations. They include but are not limited to: A general ledger, a check register, and a payroll register.

Invoices shall be approved by either the Agency's CEO or a Vice President. Following the review and approval, check payment vouchers shall be prepared and the invoices shall be distributed to the Agency's Accountant for check payment preparation. Upon payment of a bill, a copy of the check or duplicate of stub shall be stapled onto the bill and payment date and check number shall be printed on the invoice. The paid invoices shall be filed alphabetically according to company/individual name and shall be kept on a fiscal year basis on file.

12. SIGNATURE POLICY

The Agency CEO and the Head of Finance (two signatures) shall unless otherwise decided by the Board, sign all checks, drafts, or orders for payment of money, contracts, and commitments for services issued in the name of the Agency. In the absence of either individual, the signature of the Chair of the Board must be obtained.

13. COMPENSATION AND PAYROLL *(Important point: Ensure Board approval of CEO salary and*

salary ranges.) Payroll is executed periodically. Paychecks or direct deposits will be provided to each employee by the Accountant.

Monthly payroll expenses shall be verified by the accountant against payroll reports and direct deposit reports and reconciled with checking account reports.

The compensation of the Agency's CEO shall be determined by the Board of Directors or their designees and CEO compensation is based on a board-approved process that considers comparable data and CEO performance. The salaries of all other employees shall be determined by the Agency's CEO. Compensation ranges for all staff positions shall be approved by the Agency's CEO. No employee of the Agency may be compensated outside of the approved range, without the approval of the Agency CEO.

14. LOCAL TRAVEL AND EXPENSE REIMBURSEMENTS

Employees must abide by the Agency's Travel and Expense policy. Travel and expense reports for mileage, meals, hotel, supplies, etc., will be maintained by each employee and then submitted to the supervisor for approval and payment on a weekly basis by the Accountant.

Mileage to and from the employee's residence to the place of work will not be paid by the Agency. Reimbursements will be based on the travel rate established by the Agency CEO and the Head of Finance and approved through the budgeting process. Travel reimbursement shall not be above IRS Guidelines.

All parking and other expenditure receipts must be attached to the expense voucher as a condition for payment.

15. CREDIT CARD EXPENDITURES

The Head of Finance will approve the issuance of a company-issued credit card for employees who travel frequently. Employees must utilize that card only for business travel. Employees must submit a voucher that explains the business reason for items purchased using the credit card. The direct supervisor must approve the voucher, which is then submitted to the Accountant for recording and reconciliation.

16. PURCHASING

Any expenditure in excess of an amount determined by the Board of Directors for the purchase of a single item should have bids from three (3) suppliers if possible. These bids are reviewed by the Head of Finance and the bid award must be specifically approved in advance by the Agency's CEO and the Head of Finance.

Purchase of less than the approved amount may be made at the discretion of the Agency's Agency CEO or Head of Finance without competitive bids. However, for fixed assets, reasonable diligence should be exercised to comparatively shop for available sources.

Any purchase made by a Board member on behalf of the Agency will require prior approval by the Agency CEO.

17. LEASES AND OTHER CONTRACTUAL AGREEMENTS *(Important point: these*

Procedures do not include procedures for building ownership. If the Agency owns a building, then a separate section should be written.) The Agency conducts a major part of its operations from leased facilities. Leases and other contractual agreements are negotiated by the Head of Finance and executed with the approval of the Agency CEO. New leases in excess of an amount determined by the Board of Directors require the approval of the Finance Committee.

The Agency CEO and the Head of Finance are authorized to develop and enter into contractual agreements with vendors, bankers, and third parties for the purpose of ensuring the Agency's general operations. The Finance Committee shall review such agreements and make recommendations when necessary.

18. NOTES, LOANS, ETC.

All notes, loans and other indebtedness to be contracted in the name of the Agency (except open accounts and all other routine banking transactions), shall require the signature of the Agency CEO, unless otherwise specified by the Board or established in the present management policies and procedures. All indebtedness must be approved by the Agency's CEO.

19. DEEDS, CONVEYANCES, ETC.

The Agency CEO and the Head of Finance shall execute all Deeds, Conveyances, Mortgages, Leases, Contracts and other instruments in the name of the Agency.

20. BANK ACCOUNTS AND INVESTMENT ACCOUNTS

The Head of Finance shall maintain and oversee Bank and Investment accounts, and ensure the Agency's day-to-day financial operations. Several accounts may be maintained by the Agency as follows: 1. Checking Account 2. Money Market Account 3. Certificates of Deposit 4. Brokerage Account These accounts may be changed as the Agency's financial conditions and requirements change.

21. CHECKING ACCOUNT

All checks, cash, money orders, and credit card deposits, are reviewed by the Accountant and deposited in the appropriate Accounts. Fund raising events, foundations and corporate donations and miscellaneous contributions, shall be deposited into the accounts. Monies shall be transferred from the Checking account into the Money Market Account or the investment account when necessary, by the Head of Finance. Checks are written weekly to meet obligations, or ongoing operational expenditures.

22. BANK RECONCILIATIONS

Bank reconciliations shall be completed monthly by the Accountant and cross-referenced with the cash and receipts logs and the monthly Financial Statements. The Financial Statements shall be compiled by the Head of Finance. The Statements shall be then reviewed by the Agency CEO and presented to the Finance Committee.

All Bank Statements, Credit Card Statements, and Endowment Fund Reports will be reconciled every month by the Accountant, and records will be kept in the Finance office.

23. CASH AND CASH EQUIVALENTS

Cash and cash equivalents include all cash balances and highly liquid investments with a maturity of six months or less. The Agency places its temporary cash investments with highly rated financial institutions. The Head of Finance shall closely monitor the balances of the Checking account, Money Market and Certificates of Deposit accounts. At times such investments may be outside of the FDIC insurance limit.

24. PETTY CASH

A petty cash fund provides a systematic method for paying and recording out-of-pocket cash payments too small to be made by check. The Agency shall maintain a Two Hundred (\$200.00) petty cash fund that is replenished as needed.

The Accountant shall maintain control of, and responsibility for, payments disbursed from the Petty Cash fund; however, amounts should not exceed an amount determined by the Board of

Directors for each transaction. The total Fund should not exceed an amount determined by the Board of Directors.

25. INVESTMENTS REPORTS AND INVESTMENTS POLICY

Investments shall be reported with the monthly financial statements at cost or market value. The Agency CEO and Head of Finance, with oversight of the Finance Committee, shall review and determine the general investment strategy for all funds.

The philosophy of the Agency's short-term investments is safety of principal and liquidity.

Acceptable investments shall be: Certificates of Deposit and Bankers Acceptances rated A1; Domestic Corporation Commercial Paper rated A1 and/or P1 by two (2) major rating services; all short-term Securities of the U.S. Government or an agency thereof.

The Endowment Fund investment strategy shall be reviewed and evaluated by the Finance Committee annually, to ensure the portfolio's proper diversification, security and return on investments.

All financial institutions shall be selected and approved by the Finance & Legal Committee and must have long-term investment rating of A or higher by Standard and Poor's, or a compatible rating.

26. INSURANCES

Reasonable and adequate coverage will be maintained to protect the Agency's interests as well as the Board of Directors and the Agency's employees. The following insurance policies shall be kept on a yearly basis: Commercial Property Contents and Computer Policy, General and Professional Liability Insurance, Directors and Officers Liability Insurance, Employee's Dishonesty Bond Insurance, Employee's Life Insurance, Workers Compensation Insurance, Long-Term Disability Insurance, and Employees Health Insurance.

Insurance Policies shall be carefully reviewed by the Agency's CEO and Head of Finance before renewal each year.

27. BONDING

All Agency employees shall be bonded through an Employee's dishonesty bond policy. In addition, the Chairman, Secretary, Treasurer and all Board of Directors shall be bonded by a reputable bonding company.

28. PROPERTY AND EQUIPMENT

Property and equipment shall be stated at historical cost. Depreciation is computed over the estimated useful lives of the assets using the straight-line method. A Depreciation schedule shall be prepared and maintained by the Agency's Head of Finance on an annual basis, taking into consideration the annual equipment inventory. A Property Removal Form shall be required for the removal of the Agency's property, supplies, and/or equipment from the Agency's premises.

29. EQUIPMENT INSTALLATION

Purchase, installation and maintenance of telephone equipment, telephone lines, office equipment, computer equipment, etc. shall be approved by the Head of Finance after discussion and approval by the Agency CEO. Staff Members and other managers shall be responsible for receiving and supervising the installation of equipment scheduled for their facility or working area, and for maintaining and protecting the equipment installed in their offices.

30. DONATED MATERIALS AND SERVICES

Donated materials and equipment shall be reflected in the Financial Statements at their estimated values measured on the date of receipt. Volunteers donate time to the Agency's Program services on an on-going basis. Other volunteers contribute time and services for Administrative or fundraising activities. Such contributed services are generally not reflected in the Agency's financial statements, since there is no objective way of assessing their value.

31. CONFIDENTIALITY AND RECORDS SECURITY

Financial records are restricted materials with limited access. Only the Head of Finance and Accountant (or others so authorized) shall have access to financial records (vendor files, checks, journals, payroll, etc.).

32. DOCUMENT RETENTION

Financial documents are retained for a period of time in keeping with State law and the recommendations of the IRS.

33. TAX REPORTING

The Agency is exempt from federal income taxes under Section 501 (c) (3) of the Internal Revenue Code as amended. Accordingly, no provisions for income taxes shall be reflected in the financial statements.

Appendix

Effective Systems of Internal Control

General Internal control can be divided into two areas: accounting controls and administrative controls. Administrative controls deal with the operations of the business, whereas the accounting controls deal with accounting for such operations. Accounting controls should be designed to achieve the five basic objectives:

Validation

Validation is the examination of documentation by someone with an understanding of the accounting system, for evidence that a recorded transaction actually took place and that it occurred in accordance with the prescribed procedures. As systems grow more sophisticated, validation is a built in component whereby the transactions test themselves against predetermined exceptions.

Accuracy

The accuracy of amounts and account classification is achieved by establishing control tasks to check calculations, extensions, and additions and account classifications. The control objective is to be certain that each transaction is recorded at the correct amount, in the appropriate, account, in the right time period.

Completeness

Completeness of control tasks ensures that all transactions are initially recorded on a control document and accepted for processing once and once only. Completeness controls are needed to ensure proper summarization of information and proper preparation of financial reports. To ensure proper summarization of recorded transactions as well as a final check of completeness, subsidiary ledgers and journals with control accounts need to be maintained.

Maintenance

The objective of the maintenance controls is to monitor accounting records after the entry of transactions to ensure that they continue to reflect accurately the operation of the business. The control system should provide systematic responses to errors when they occur, to changed conditions, and to new type of transactions. The maintenance function should be accomplished principally by the operation of the system itself. Control maintenance policies require procedures, decisions, documentation, and subsequent review by a responsible authorized individual. Disciplinary control tasks, such as supervision and segregation of duties, should ensure that the internal control system is operating as planned.

Physical Security

It is important in all business organizations that the assets are adequately protected. Physical security of assets requires that access to assets be limited to authorized personnel. One means to limit access to both assets and related accounting records is through the use of physical controls. Protection devices restrict unauthorized personnel from obtaining direct access to assets or indirect access through accounting records that could be used to misappropriate assets. Locked storage facilities restrict access to inventories, and fireproof vaults prevent access to petty cash vouchers. Transaction recording equipment limits access to assets by limiting the number of employees involved in recording and posting transactions.

ANTI-DISCRIMINATION AND HARASSMENT

1) Policy Statement

Radio Zibonele is committed to providing a happy and satisfying work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, Zibonele expects that all relationships among persons in the workplace will be business-like and free of bias, prejudice and harassment.

Radio Zibonele takes claims of discrimination and harassment, as well as the procedures outlined below very seriously. We expect all employees to similarly appreciate the seriousness of these issues, and ask that all employees report any violations of this policy as soon as they occur by utilizing the procedure set forth herein. Employees must not only commit themselves to following this policy and acting appropriately if they become aware of or feel they are a victim of discrimination or harassment, but Zibonele prohibits the misuse of this policy by employees. Interfering with the proper functioning of this policy or improper use of the procedures set forth herein will be considered misconduct and dealt with in accordance with our regular disciplinary procedures.

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2) Purpose

Radio Zibonele is committed to a safe, healthy, and harassment-free work environment for all our employees.

3) Objective

This policy is intended to prevent harassment of any type, including sexual harassment, of its employees and to deal quickly and effectively with any incident that might occur.

4) Responsibilities

Each Manager, and Assistant Manager is expected to maintain the work place free of discrimination and harassment. It is the responsibility of anyone supervising one or more employees to take immediate and appropriate action to report or deal with incidents of harassment of any type whether brought to their attention or personally observed.

5) Definition of Discrimination

Discrimination is any action taken against an employee, which affects the terms and conditions of his or her employment, because of that person's, or because that person associates with another of a certain, race, color, national origin, religion, sex, age, disability, citizenship, marital status or any other characteristic protected by law. Forms of discrimination can include improper discipline, discriminatory hiring or promotion decisions, derogatory comments, harassment, as well as any other action or inaction by another which adversely affects the terms or conditions of your employment.

6) Definitions of Harassment

Harassment, on the basis of a protected characteristic, is a form of discrimination and is strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, sex, national origin, age, disability, citizenship, marital status or any other characteristic protected by law or that of his/her relatives, friends or associates, and that:

- a) Has the purpose or effect of creating an intimidating, hostile or offensive work environment;
- b) Has the purpose or effect of unreasonably interfering with an individual's work

performance; or

c) Otherwise adversely affects an individual's employment opportunities.

Harassing conduct includes, but is not limited to: epithets, slurs or negative stereotyping; threatening, intimidating or hostile acts; denigrating jokes and display, or circulation in the workplace of written or graphic material that denigrates or shows hostility or aversion toward an individual or group (including through e-mail).

1. Sexual harassment constitutes discrimination and is defined as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example:

- a) Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
- b) Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or
- c) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In general terms, sexual harassment is unwanted sexual attention or conduct of a persistent or offensive nature made by a person who knows, or reasonably should know, that such attention or conduct is unwelcome or sexually offensive. Sexual harassment does not refer to occasional compliments of a socially acceptable nature or even indications of affection, which are immediately ceased once an employee indicates that they are unwelcome.

Sexual harassment, however, may include a range of subtle and not so subtle behaviors and may involve individuals of the same or different gender. Depending on the circumstances, these behaviors may include, but are not limited to: unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual's body, sexual prowess or sexual

deficiencies; leering, catcalls or touching; insulting or obscene comments or gestures; display or circulation in the workplace of sexually suggestive objects or pictures (including through e-mail); and other physical, verbal or visual conduct of a sexual nature.

7) Individuals and Conduct Coveted

This policy apply to all applicants and employees, and prohibit harassment, discrimination and retaliation whether engaged in by fellow employees or by someone not directly connected to this organization (e.g. an outside vendor, consultant or client). Conduct prohibited by this policy is unacceptable in the workplace and in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events.

Radio Zibonele never condones or approves of any conduct in violation of this policy. The HR is responsible for assuring that no employee is subjected to conduct that constitutes discrimination or harassment under this policy.

8) Complaint Procedure

i) Reporting the Incident

Radio Zibonele strongly urges the reporting of all incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. Individuals who believe they have experienced conduct that they believe is contrary to Zibonele's policies or who have concerns about such matters should file their complaints with Human Resource Manager.

The availability of this complaint procedure does not preclude individuals who believe they are being subjected to harassing conduct from promptly advising the offender that his or her behavior is unwelcome and requesting that it be discontinued.

Early reporting and intervention have proven to be the most effective method of resolving actual or perceived incidents of harassment. Therefore, Zibonele strongly

urges the prompt reporting of complaints or concerns so that rapid and constructive action can be taken.

9) The Investigation

Any reported allegations of harassment, discrimination or retaliation will be investigated promptly. The investigation may include individual interviews with the parties involved, and where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge. All decisions regarding the scope and duration of the investigation, who is interviewed, etc. are in the sole discretion of Human Resource Manager.

It is the employee's responsibility to disclose any and all information regarding the incidents of discrimination or harassment to Human Resource Manager. All documents or other physical evidence of the harassment or discrimination must be turned over to the investigators, as soon as possible after an employee reports the incident. Additionally, the employee must identify all known witnesses. Failure to do so will adversely affect the investigative process. Confidentiality will be maintained throughout the investigation process to the extent consistent with adequate investigation and appropriate corrective action.

10) Responsive Action

Misconduct constituting harassment, discrimination or retaliation will be dealt with appropriately at Human Resource Manager's discretion. Responsive action may include, for example, training, referral to counseling and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reassignment, temporary suspension without pay or termination, as Zibonele believes appropriate under the circumstances. To protect everyone's privacy or everyone involved, Zibonele does not have a policy of disclosing the nature of any disciplinary actions it chooses to take as a result of the investigation.

Individuals who have questions or concerns about these policies should talk with any

of the individuals previously identified in this complaint procedure.

Finally, these policy should not, and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions in order to avoid allegations of harassment. The law and the policies of Radio Zibonele prohibit disparate treatment on the basis of sex or any other protected characteristic, with regard to terms, conditions, privileges and perquisites of employment. The prohibitions against harassment, discrimination and retaliation are intended to complement and further these policies, not to form the basis of an exception to them.

11) Retaliation Is Strictly Prohibited

Radio Zibonele will not in any way retaliate against an employee, potential employee, or former employee who, in good faith, makes a complaint or report of harassment or participates in the investigation of such a complaint or report. Zibonele similarly prohibits retaliation by any of its employees against any individual who reports discrimination or harassment or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action.

12) Retaliation Is Strictly Prohibited

Radio Zibonele will not in any way retaliate against an employee, potential employee, or former employee who, in good faith, makes a complaint or report of harassment or participates in the investigation of such a complaint or report. Zibonele similarly prohibits retaliation by any of its employees against any individual who reports discrimination or harassment or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to

disciplinary action.

Annexure 1: Guidelines for Investigating Complaints

- 1) Under Radio Zibonele's policy against harassment, assistant managers and managers have been instructed to immediately report all claims of harassment to the Human Resource Manager (HR) or to the Station Manager (SM). The function then, of the HR or SM is to provide guidance and resources to investigate, in a manner necessary (depending on the alleged complaint) and disposition of the complaint.
- 2) Radio Zibonele is responsible for making sure that the following occurs:
 - a) Zibonele thoroughly investigates and reaches a conclusion on each complaint of harassment or discrimination within 10 (ten) days after management receives notice of the complaint unless additional time is necessary to ensure all information is gathered.
 - b) The investigation must be appropriately documented.
 - c) Radio Zibonele arrives at a conclusion based on the facts uncovered during the investigation and that disciplinary action taken is documented. It is possible Radio Zibonele will not be able to draw a conclusion and this fact should be documented.
 - d) Radio Zibonele will take appropriate disciplinary action based on the facts uncovered during the investigation, and that the disciplinary action taken is documented. In most cases, a solicitor to ensure legality will preview the ultimate decision as to what discipline should be imposed.
- 3) **Who Should Conduct the Investigation:**

- a) An upper level manager, and/or a member of the Human Resources Department, and/or legal counsel, and/or a third party investigator, trained in investigation and interviewing can undertake the investigation. It is recommended that two persons conduct the investigation. All information obtained should be discussed only with those that have a need to know.

4) Interview the Complainant:

- a) The investigator (s) should meet with the complainant and request details of the alleged harassment or discrimination. Ensure complainant is aware that the investigation will be kept as confidential as possible, but it might be necessary to disclose allegations in order to properly investigate the complaint. The investigator should request that the complainant put the complaint in writing. If the complainant does not wish to put the complaint in writing, then that fact should be documented and noted by Radio Zibonele when attempting to reach a conclusion. In this case the investigator will document the specifics of the complaint and ask the complainant to confirm the accuracy of the written version. Ask who, when, where, what was said or done by those involved, how often did it occur, and whether there were any collaborating witnesses or writings. Witnesses named will also be interviewed. Reiterate Radio Zibonele's Policy against discrimination and harassment, but do not voice your personal expectations resulting from the interviews.

5) Interview the Accused:

- a) The Investigator/Zibonele's official will present the allegations to the accused and give that employee an opportunity to explain. Ask for details of the alleged harassment from the accused. Ask if there are any witnesses or writings that would substantiate the employee's explanation. Inform the accused that Radio Zibonele will attempt to keep the allegations confidential but it may be necessary to reveal information to other employees in order to properly investigate the complaint.

Instruct the accused to keep the allegations confidential. Remind the accused of Radio Zibonele policy against discrimination and harassment.

6) Interview Witnesses:

- a) Interview witnesses identified by both the complainant and the accused. Ask that they keep all discussions confidential. Find out what the witness(es) has personally observed and heard. A distinction should be noted between what information is based on, e.g., personal knowledge, rumour or what others have told the witness. This is important when evaluating the credibility and reliability of the witness. The investigator may also wish to interview other employees who were not named by either party, if they may aid in the investigation.

7) Take Appropriate Interim Action:

- a) Depending on the facts, Radio Zibonele Officer may suspend either the complainant or the accused (or both) during the investigation. If they are not suspended, Radio Zibonele Officer should consider separating these employees during the investigation. Radio Zibonele must make sure no retaliation occurs to the complainant.

8) Establish an Investigation File:

- a) A separate confidential investigation file should be established, and the complainant and the accused should be notified of this file. It is imperative that all recorded information concerning the investigation be maintained in a secure location.
- b) The following should be maintained in the investigation file.
 - i) Detailed notes of each interview. Radio Zibonele may request interviewees to initial the notes indicating their accuracy. Keep in mind that these notes

most likely would be introduced as evidence should a lawsuit occur.

- ii) The name of each witness whether interviewed or not.
- iii) If a witness is not interviewed, a notation should be included as to why this witness was not interviewed and who made the decision not to interview this witness.
- iv) Any writings, notes, or memorandums relating to the investigation prepared by any witness or company official.
- v) The reason for the factual determination as to whether harassment occurred.
- vi) If harassment occurred, the disciplinary action taken and the reason for that particular action.
- vii) If for some reason, the investigation cannot be completed within the time period previously determined, both parties should be informed of the new time frame.

9) Conclude the Investigation:

- a) After the investigation is complete, human resources and station manager should be advised by Radio Zibonele official or the investigator of the discussions and written statements garnered for the investigation. A factual determination should be made that most likely will include credibility assessments. *If it is determined that harassment in violation of Zibonele's policy has occurred, appropriate disciplinary action up to and including the discharge of the offending employee must be taken.* It would be well to include Zibonele's legal council in this exercise. The appropriate action will depend on several factors:
 - i) the severity, frequency and pervasiveness of the conduct;
 - ii) prior complaints made by the complainant;
 - iii) prior complaints made against the accused;
 - iv) the quality of the evidence available to support whatever action is taken.
- b) In the event the investigation is inconclusive or it is determined that there has been no harassment in violation of Radio Zibonele's policy, but there is potentially

problematic conduct, then some preventive action should be taken.

- c) The accused and the complainant must be notified, in person, of the Radio Zibonele's conclusions and informed of the actions taken or that will be taken.
- d) Radio Zibonele officials should conduct a follow-up investigation to ensure that the action taken was effective in eliminating the harassing conduct.

Recruitment and Selection

1. Introduction

The process of recruitment and selection must be fair, systematic, efficient and effective, ensuring equality of opportunity. Employees must be appointed in accordance with relevant statutory obligations, codes of practice and in line with the relevant policies and procedures. Our approach will be to ensure Radio Zibonele effectively employs people with the right skills and at the right time. No job applicant or employee will receive less favourable treatment because of their race, sex, religion or belief, disability, marital or civil partnership status, age, pregnancy or maternity, sexual orientation, gender reassignment, or caring responsibilities, or will be disadvantaged by conditions or requirements which cannot be justified.

2. General principles

2.1 Criteria

The criteria for selection should be based on relevant knowledge, skills, attitudes and physical ability to do the job as described in an up-to-date job description and person specification. There should be no canvassing of or by any member of Radio Zibonele or the Board of Directors or its committees, on behalf of any candidate. Managers involved in recruitment should be fully aware of all aspects including their role in the process and their responsibilities.

2.2 Authority for recruitment

All positions must have Station Manager and Human Resource approval. If it is a new position then the position must be evaluated or confirmed and this is the responsibility of the Human Resources Department (HR).

2.3 Record keeping and management

A record of the full process of recruitment and selection should always be made and kept meticulously. It is the responsibility of the HR or Recruiting Officers (an Official from HR) to ensure that records are kept, this includes notes of meetings, emails, telephone calls, copies of correspondence etc. These should include the names of those involved, dates, action taken and follow-up. All sensitive information should be treated confidentially.

2.4 Confidentiality

Throughout any proceedings under this Policy, Radio Zibonele will seek to ensure that confidentiality is maintained. However, this will not preclude Radio Zibonele from disclosing information where necessary for the discharge of duties or as required by law, nor will this preclude Radio Zibonele, where appropriate, from disclosing information about any outcome under this Policy.

2.5 Recruitment monitoring

In order that the effectiveness of our recruitment policy can be monitored, job applicants are asked to provide information for monitoring purposes. The information will not be used as selection criteria but it will provide information which is

3. Roles and responsibilities

3.1 The Human Resources Department (HR)

The HR Department will:

- provide advice and guidance on the recruitment and selection process;
- check if any adjustments are required for the candidates;
- place the job advert;
- following closure of job advert provide all applicants' paperwork to the Recruiting Officer;
- following short listing by Recruiting Officer inform unsuccessful applicants¹ and invite short listed applicants to interview;
- following completion of interviews inform unsuccessful (not internal) candidates;
- subject to necessary checks send out offer and contract to successful candidate.
- request references for the successful candidate subject to their acceptance of the offer;
- qualification and document check on first day of employment;
- provide management information on the efficiency and effectiveness of media used;
- provide feedback on effectiveness and efficiency of recruitment and selection processes

3.2 Recruiting Team

Add

4. Recruitment process

4.1 Stage 1: Recruitment need identified

The following information is required before starting the process:

a) Job description

Before recruiting for a new or existing position, it is important to invest time in gathering information about the nature of the job. This means thinking not only about the content such as the tasks of the position, but also the purpose, the outputs required by the job holder and how it fits into the organisation's structure.

b) Person specification

It is also important to consider the skills and personal attributes needed to perform the role effectively. A person specification states the essential and desirable criteria for selection. This is based on a set of competencies identified as necessary for the performance of the job. The person specification should be used to inform the criteria you use to short-list applicants.

In general, specifications should include details of:

- skills, aptitude, knowledge and experience;
- qualifications – which should be only those necessary to do the job;
- personal qualities relevant to the job, such as ability to work as part of a team.

c) Drafting job advert

Adverts should be clear and indicate:

- the outline requirements of the job;

- the essential and the desirable criteria for job applicant's salary range;
- job tenure (for example, contract length for a fixed term contract);
- interview date;
- closing date.

4.2 Stage 2: Publishing the vacancy

In general all vacant positions must be advertised internally and if necessary externally before they are filled. Where an existing employee is coming to the end of a fixed term contract and has registered for voluntary program, they will be informed of vacancies that are relevant to their skills and experience. If they choose to apply for a vacancy, their application will be considered before more general recruitment action is taken.

In this stage, the vacancy is prepared for publishing, approved and then published. Options are Radio Zibonele website, newspapers or other forms of media. All adverts must be advertised in parallel languages, any of two of the three languages used by Zibonele.

4.3 Stage 3: Selecting applicants for interview

All applications will be considered by using the essential and desirable criteria contained in the person specification and by assessing application forms against these criteria.

Radio Zibonele is legally bound to ensure that there is no unfair discrimination, and that legal requirements are met. Criteria such as age, sex, race, marital or civil partnership status, sexual orientation, religion or belief, pregnancy or maternity, or gender reassignment must not be used, unless for reasons within our legal system, e.g. Affirmative Action. Similarly, a disability should not be used unless it conflicts with the criteria for the job.

4.4 Stage 4: The interview

All panels for management must have at least one Board member, the station manager, the HR manager and other additional staff members (if it is necessary). When making and processing the final selection decision, these need to be based solely on the criteria previously defined in the person specification. A brief written assessment of each candidate should be produced and kept with other papers relating to the selection process for at least six months from the date of the appointment. This information is kept securely within HR.

4.5 Stage 5: Interview outcome and making an offer

The Recruiting Team will inform the successful candidate orally and HR will follow up the offer in writing once the individual has orally accepted, even if start date has not yet been agreed.

The unsuccessful candidates are informed subsequently in writing.

Following oral confirmation of the preferred candidate's acceptance an offer of employment including the formal contract of employment will be sent out. Various employment checks will be necessary depending on the position and these will include:

- employment references;
- qualifications check;
- declaration of interest form.

Appeal policy

The purpose of the appeals policy is to ensure that:

- a) Unfair assessment decisions are corrected;
- b) Concerns about unethical behaviour and/or unfair processes and practices are investigated and problems are identified and addressed;
- c) The credibility of ETDQA assessments is assured; and
- d) The integrity of the assessment system is maintained.

Appeals procedures

5.1 Stage One:

- a) Where the candidate disagrees with the assessment given (s)he must explain the reasons for this to the assessor concerned as soon as possible. In most circumstances this will be after receiving the assessment decision.
- b) The assessor should consider the candidate's explanation and provide a response through:
 - a clear explanation or a repeat explanation of the assessment decision following a re-evaluation of the evidence
 - completion of Section 1 of the Candidate Appeal Form
 - amendment of the candidate's assessment record, if appropriate.
- c) This should take place within 3 working days after the receipt of the appeal request.
- d) If the candidate agrees with the outcome at this stage then the appeal will not proceed any further.
- e) If the candidate is not happy with the outcome then the Appeal stage 2 will continue.

00013

Appendix 12 of FORM B

Zibonele FM existing and proposed site and transmission details

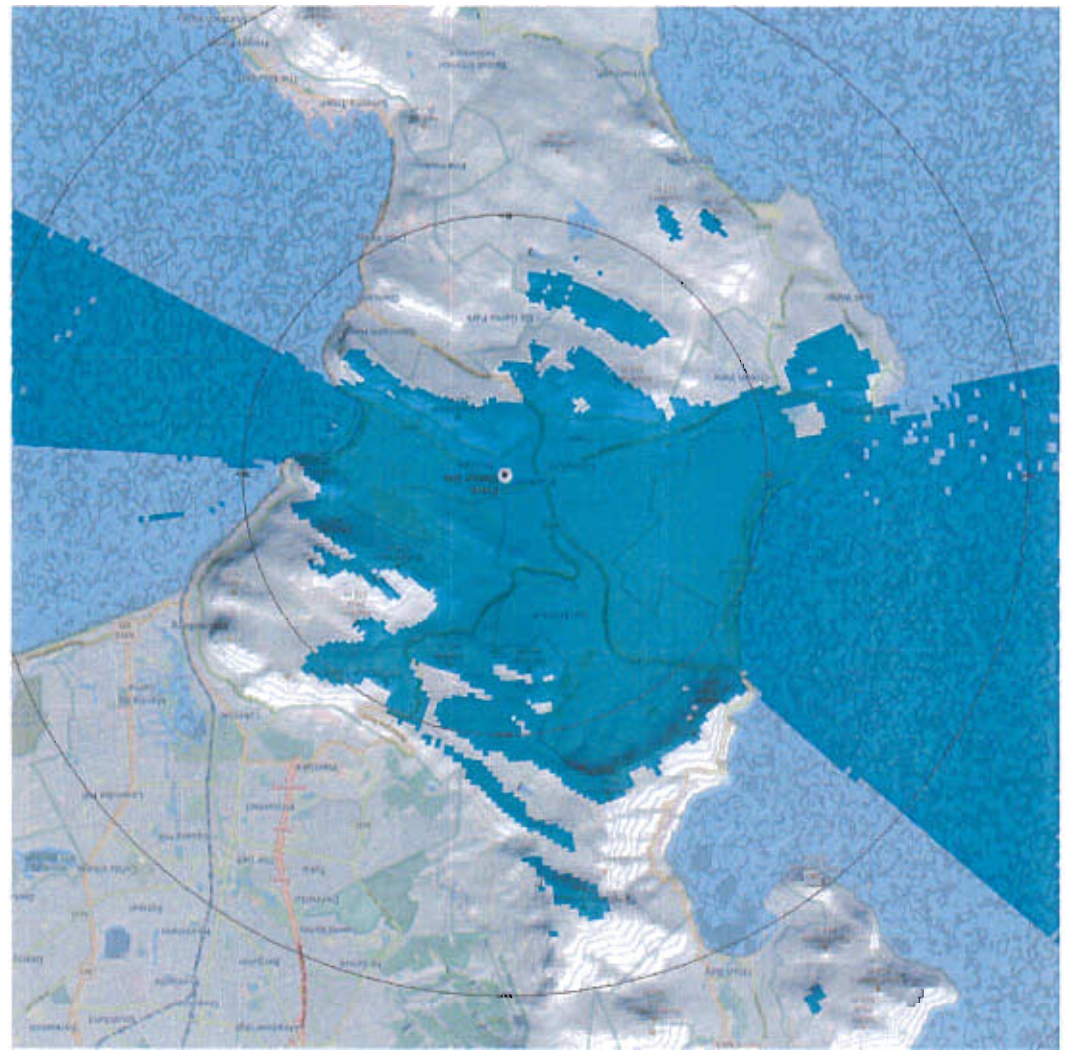
Coverage Maps

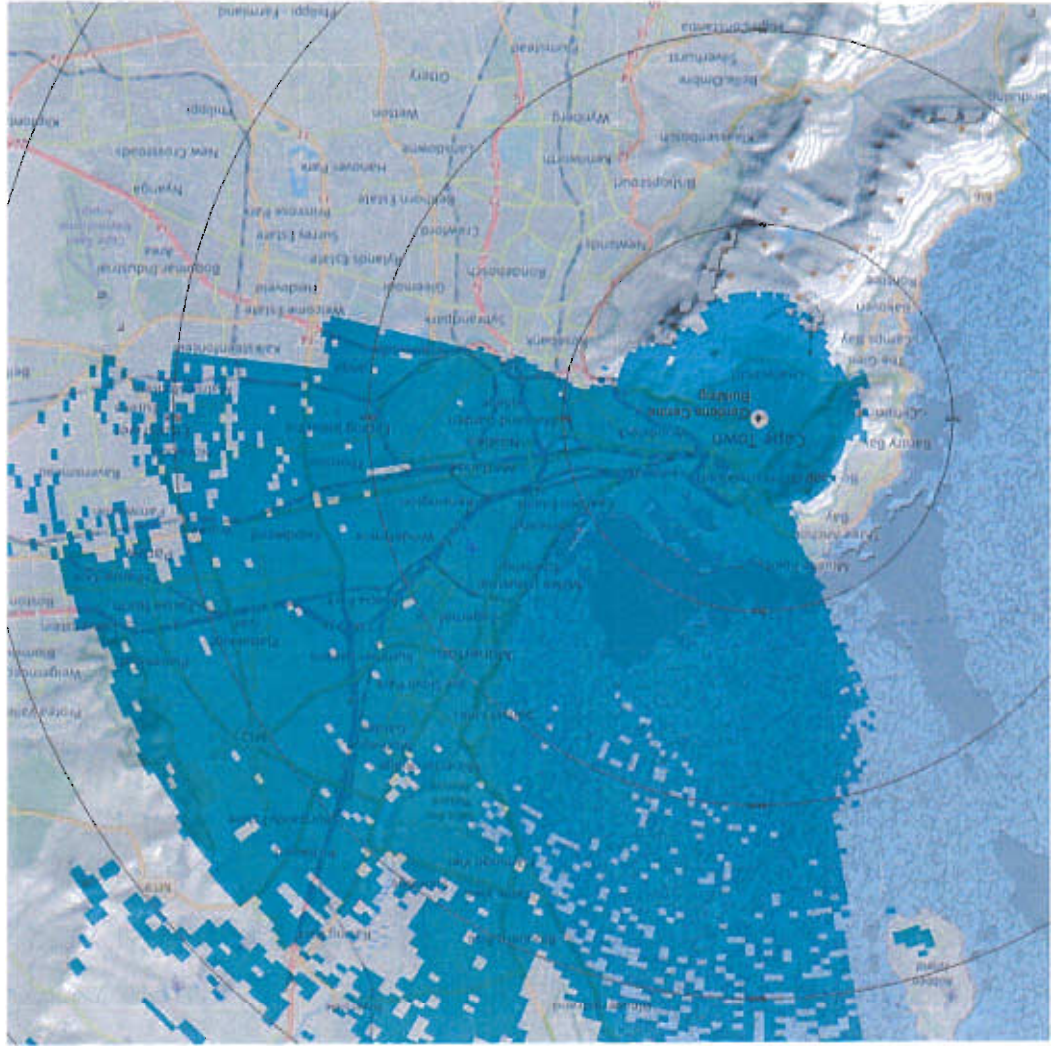
Radio Zibonele Existing and Proposed Site and Transmission Details

	Existing Site	Proposed Site 1	Proposed Site 2	Proposed Site 3
Signal distributor	Radio Zibonele	Sentech	Sentech	Radio Zibonele
Name of Site	Radio Zibonele	Water Pump Building Harrington RD, Fish Hoek	Hansekop - Grabouw	Garden Center Building
Frequency	98.2 MHz	90.7 MHz	102.7 MHz	104.5 MHz
Geographical co-ordinates (degrees, minutes, seconds)	18°39'39.38"E. 34°2'41.76"S	018 26 12 E 34 08 59 S	18° 58' 00" E 34° 06' 08" S	33 56' 04" S 18 25' 04" E
Targeted Service Areas	Khayelitsha and surrounds	Simonstown, Fishhoek and Surrounds	Khayelitsha, Cape Flats, Grabouw and surrounds	Cape Town Salt River Dunoon, Joe Slove Langa
Site Height above sea level	10m	235m	1156m	56 m
Mid antenna height above ground level	15m	15m	15m	80 m
Effective antenna height	15m	15m	15m	20
Designation of emission	250KF8EHF	200KF8EHN	200KF8EHN	200KF8EHN
Maximum effective Radiated Power (ERP)	0.01kW	0.2 kW?	0.1 kW	0.02 kW
Antenna Horizontal radiation pattern	Omni-directional	Omni-directional	Omni-directional	Omni-directional
Antenna polarization	Vertical	Vertical	Vertical	Vertical
Programme Source	STL	STL	STL	STL
RDS Service	Yes	Yes	Yes	Yes
SST Service	None	None	None	None

061000

Zibonele Fishhoek
Location: Water Pump Building
Harrington Rd, Fish Hoek.
Lat: 34 07' 45" S
Long: 18 24' 07" E
Height: 58m
Transmitter: 50W
antenna: Single dipole
Gain: 0dBd
Height: 8m
ERP: 50W
signal level:
≥54dBuV/m
Program feed: DSTV satellite





Appendix 14 (Proof of Community Participation)

Triennial General Meeting (Minutes and Attendance Register)

Programming Imbizo (agenda, minutes and attendance register)

Requests for announcement



Minutes of Zibonele FM Board Meeting

19 January 2019

Agenda

- 1) Chairperson's Opening Remarks
- 2) Credential and Apologies
- 3) Constitutional Amendments
- 4) Election of the New Board Members
- 5) Financial Report
- 6) Speech from the New Chairperson
- 7) Meeting Adjourns and Closing remarks

2. Chairperson's Opening Remarks

- 2.1 Mr Nokwaza opened the meeting, in his opening remarks and emphasized the standard items of the agenda, he also acknowledged apologies from the Council of Nguni People for being late for the meeting and Gloria Mabasa who wasn't able to come to the meeting. The Chairperson then acknowledged Mr Jara, the Board and the Stakeholders for coming.

3. Credential and Apologies

- 3.1 Council of Nguni and Gloria Mabaso registered their apology.

3.2 Quorum: The Chairperson (Mr Nokwaza), confirmed that the meeting was quorating therefore the meeting can continue with its business at 09h30, the floor agreed and the meeting commenced.

3 Minutes of the previous meeting

- 3.1 Delegates who were present at the Previous TGM adopted the minutes as true reflection of the previous meeting.
- 3.2 The previous meeting was tasked to elect a committee that will amend and combine the Constitution to be presented at the present TGM
- 3.3 The role of the Board Secretary was pivotal and an urgent need for the board to have and the TGM should elect a secretary for the new term to commence

4 Matters Arising

- 4.1. The role of the Board Secretary will be one that will compliment the board and work with the CEO making sure that documents are in place and what's discussed in Board meeting is being implemented at the station

5 Constitutional Amendments

- 5.1. The Chairperson introduced Mr Vellem who is the deputy chairperson of the board to present the amended constitutional Report
- 5.2. The first major change on the constitution was the rebranding made, Zibonele has always been known as Radio Zibonele and after the renewal of the license was changed to Zibonele FM and that needed to be amended on the constitution
- 5.3 The design of the Logo and colours were changed and were inserted in the Constitution
- 5.3 The structure and the power remains the same-Constitutional obligation to meet with the employees
- 5.4 They stated that the Key Management was employed by the Board of Directors as stated on the Constitution.
- 5.5. Vetting should be debated and the facilitator was asked to give broad over view about the Constitution nationally.
- 5.6 It was then advised that the registration be written on the front page of every document and constitution.



- 5.7 Board should ensure that a human resource development plan is developed and implemented as it's a huge need for the station.
- 5.8 There must be a clause that allows the Station to take loans. When a need arise the Board may enter into loan agreements in line with applicable legislation.
- 5.9 The treasure shall ensure that they are prudent against the systems and procedures.

6 Election of the New Board Members

6.1 The board members from previous term were dissolved in order to elect, be elected and to be voting members for the proceedings of the elections

6.2 Besides the observers, there were 19 people to vote from 10 different Organizations.

6.3 Brenda Leonard from NCRF facilitated the voting process

6.4 In order for the election proceedings to run smoothly Mr Nkohlhla from Nkohlhla attorneys was contracted to come outline the legal terms of how people were nominated and how the legal screening was done in order for everything to be legally binding, He made sure to announce that his presence at the meeting was not to intimidate or make people attract their nominations but to give clear guidance also suggested that Zibonele FM to have Board Committees.

7 Elected Board Members-2019

Mr Mthetheleli Vellem	Chairperson	Not Contested
Ms Gloria Mabaso	Deputy Chairperson	Not Contested
Mr Xolani Holiday	Secretary	Not Contested
Ms. Nokuphiwe Magodla	Treasury	Not Contested
Mr Loyiso Silwana	Additional Member	Not Contested

7.1 All elected board members above were uncontested and were welcomed to serve for Zibonele FM board

8 Financial Report

8.1 Comparing 2015& 2016-Accounting fees were audited

8.2 2017& 2018-Under auditing

8.3 There is a certain amount that the Station needs to pay to SAMRO and this has been such a challenge for the station to concur, the resolution taken was to find ways of settling the amount or see ways of negotiating for the amount to be decreased.

8.4 Collections-Issue of Clients that do not pay their outstanding amounts needs special attention and a plan for collection

The financial report was adopted by

NB: Any further details on financial report, there is a document that outlines everything.

9 Speech from the New Chairperson(Mr Vellem)

He thanked the successful elective candidates and urged other stakeholders present to support the station going forward.

10 +Meeting Adjournment: the Chairperson declared the meeting closed.

000293

M. J. M. V. BOARD OF DIRECTORS
L. NOKWAZA (CHAIRPERSON) | M. VELLEM (DEP CHAIRPERSON)
L. GUZA | G. MABASO



SIGNED BY
RADIO ZIBONELE BOARD CHAIRPERSON
MTHETHELELI VELLEM
SIGNATURE:

SIGNED BY
CHIEF EXUCUTIVE OFFICER (CEO)
MAWANDE JARA
SIGNATURE:

19 January 2019

000294

BOARD OF DIRECTORS

L. NOKWAZA (CHAIRPERSON) | M. VELLEM (DEP. CHAIRPERSON)
L. GUZA, G. MABISO



TGM Register

Attendance Register-Service Providers

19 January 2019

Name	Surname	Position	Contact	Email Address	Signature
Mr Nkohlh	Nkohlh	Attorney			
Mr Mava	Mtyhana	Bookkeeper			
Brenda	Leonard	Facilitator			
Zibonele FM Staff					
Zweli	Nokhatywa		0846267914		
Xolisa	Sindaphi		076 3035 652		
Ashiya	Nkontsa		0732564076		
Tabita	Busani		084 540 9384		

000295



TGM Register

Attendance Register-Board Members

19 January 2019

Name	Surname	Position	Contact	Signature
Mr. Lungelo	Nokwaza	Chairperson	0845688751	
Mr. Mthetheleli	Vellem	Deputy Chairperson	0605547160	
Ms. Gloria	Mabaso	Board Member		Apologies
Mr. Lunga	Guza	Board Member	071 458 2597	
Ms. Thandie	Msutu	Board Member		
Mr. Mawande	Jara	Station Manager	084 626 7916	

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TGM Register

Attendance Register-Constitutional Review Team

19 January 2019

Name	Surname	Position	Contact	Signature
Mr. Lungelo	Nokwaza	Chairperson		
Mr. Mthetheleli	Vellem	Deputy Chairperson	0605547160	
Ms. Gloria	Mabaso	Board Member		
Mr. Lunga	Guza	Board Member	071 458 2597	
Ms. Thandie	Msutu	Board Member		
Mr. Mawande	Jara	Station Manager	084 626 7916	
Mr. Loyiso	Silwana	Committee Member	074 675 1435	
Mr. Eric	Mazondo	Committee Member	073 363 6532	

Mr Sam Melate Committee Member, 0825694662



000797



TGM Register

Attendance Register

19 January 2019

Name	Surname	Organisation	Contact	Email Address	Signature
1. Ndithini 2. Nomathamsanqa 3. Langa	1. Tyhido 2. Tancu 3. Langa	Khayelitsha Development Forum KDF	(Tyhido-07627327741)	kdf.khayelitsha@gmail.com	[Signature]
1. Chief Mazondwa 2. Siyabulela Lungelo Makwaza	1. Mzondwa 2. Tete	Nguni Council =	0845688755	lungelonokwaza@gmail.com	[Signature]
1. Phiwe Magodla 2. M Mbaliswano 3. Dyanda	1. Magodla 2. Mbaliswano 3. Dyanda	Philliphi Development Forum	0732826767 0842772099	Monwabisi.Mbaliswana@capetown.gov.za m3andibopresident@icema.co.za	[Signature]
1. Ntombizodwa 2. Andiswa	1. Ntombizodwa 2. Mfengwana	Ikamva Labantu Ikamva Labantu	0722334927 0840953667	ndombizodwa@icema.co.za andiswa@icema.co.za	[Signature]
1. Bishop Mitsolo 2. Thobile	1. Mitsolo 2. Ndwalaza	Ilitha Methodist Church	0834330398 0833198476	makaulanozibele@gmail.com ilitha.methodist@gmail.com	[Signature]
1. Patric 2. Nikelwa	1. Ndudula 2.	PPSA		patndudula@yahoo.com	[Signature]

000798



TGM Register

Attendance Register

19 January 2019

Name	Surname	Organisation	Contact	Email Address	Signature
1. Pamella 2. Xolani	1. Kulashe 2. Holiday	Lindokuhle Children Centre	0834398593 0731169573	Lindokuhle.centre@gmail.com	
1. Nomthandazo 2. Wanga 3. Lunga	1. Sibozo 2. 3. Mvumvu	Iliso Development Centre	0788079168 0799571186 0782490243	ilisosocietv@gmail.com	
1. Mrs N Mabece 2. Mr Higa	1. Mabece 2. Higa	Dora Tamana Educare	0834454520 0628844367		
1. N. Mosana 2. Nomvuzo 3. WANGA	1. Mosana 2. Kali 3. Potu	Mbono Omhle Soup Kitchen	0782388172 0728385938	mosanamawethu@gmail.com	

090799



021 351 7105



Kelco, Building 19 Ngqweni Dr
Ishe Park, Khayelitsha 7784



info@zibonelefm.co.za
www.zibonelefm.co.za

09 MARCH 2019

OPENING PRAYER – REV VELLEM

WELCOME & INTRODUCTION – BOARD CHAIRPERSON – MR. M VELLEM

BRIEF PRESENTATION BY SALES AND MARKETING – MS K AUGUST

BRIEF PRESENTATION BY TRAINING AND DEVELOPMENT – MS SHETE

BRIEF OVERVIEW OF PROGRAMMES – MR. NOKHATYWA

DISCUSSIONS:

COMMISSIONS ON DIFFERENT STREAMS:

REPORT BACK OF COMMISSIONS:

RECOMMENDATIONS:

VOTE OF THANKS: CEO MAWANDE JARA

CLOSURE:

000300

BOARD OF DIRECTORS

L NOKWAZA (CHAIRPERSON) | M VELLEM (DEP CHAIRPERSON)
L GUZA | G MABASO

Zibonele FM Stakeholder's Meeting

DATE: 09 March 2019

Meeting : Started at 10:30

Apologies: Mr Jara (CEO), Kholeka August(Sales Manager) Mthetheleli Vellem(Chairperson of board)

1. The meeting was opened by a prayer by Mrs Pheliswa Foss
2. Everyone present on the meeting introduced themselves

3. WELCOMING

- 3.1 The Secretary of the board welcomed everyone present at the meeting, and shared words of encouragement and wishes of a better working relationship with the stakeholders that will help grow the station.

4. PURPOSE OF THE MEETING

- 4.1 Mr Nokhatywa who is the Programming Manager outlined the points of the meeting and what its about, and clearly stated how the programming works and how other departments help how the programming is shaped.
- 4.2 He stated that the meeting is about bringing together all communities that the station broadcast for in helping grow the station in programming, fundraising and creating awareness

5. MARKETING AND SALES

- 5.1 In the absence of the Sales Manager Mrs Foss who works in the same department presented a brief report in how sales and marketing work
- 5.2 First Mrs Foss made it clear that everyone knows that the station purely depends on advertising for surviving and receives no grant or support from anywhere else.
- 5.3 She stated that the strategy that the advertising department has been the champions of growing small local businesses, organizations to well branded successful businesses eg: Silulo technologies.
- 5.4 They made sure that they create friendly rates that accommodate small businesses, and separate rates for bigger businesses and government departments.
- 5.5 We still looking for more strategies on how to help the community get involved in the Radio station.

6. TRAINING AND DEVELOPMENT

- 6.1 Miss Shete is the Manager of Training and Development, she started by reflecting on the previous board that had a vision for Zibonele FM to become a media house, to train and equip communities with developmental skills.
- 6.2 Now in 2019 we do not only talk about the vision but have implemented the ideas they had
- 6.3 We have now on second year of the Radio course that does well with students that have interest and passion of the media studies that we offer.
- 6.4 The course that we have started with is a Radio production course, that teaches everything to do with Radio.
- 6.5 We don't just leave the students after finishing the course but place them at Zibonele and other radio places for internships.

8.2.1 Mr Nokhatywa apologized on behalf of sales department and ensured the stakeholder that we have now invested on a software that plays the advert itself and can print a report on when the advert has been played.

8.3.1 The station is aware of the sensitivity of politicians, we invite political parties as per mandate and always make sure we live debates that communities can attend with all relevant parties invited.

8.4.1 The station is failing in awareness and campaigning because its short of resources but we have a plan and working towards it.

9. COMMENTS

9.1 Pastor Kula suggested that they should be allowed to help by using their churches and networking circles, also mentioned marketing in their group social platforms.

9.2 The station should work on getting Chiefs, experts in the traditional content programs.

9.3 The stakeholders need to help in their respective areas with the programming awareness.

9.4 Other ways of fundraising is to attend different events to network and use that platform, Pastor also advised that the station should re activate its relationship with youth groups to help grow the number of listeners.

9.5 The station also needs to be mindful of unhealthy debates by pastors on radio's

9.6 In closing Stakeholder's were very happy with the knowledge they have and looking forward to helping in the areas of Marketing, programming awareness and campaigning, they closed in saying that their doors are always open to help. The Stakeholders strongly felt that the Government must assist community Radio stations with a monthly grant as they do with the SABC. It was a greed that this campaign must be championed by the Board of Directors.

10. CHAIRPERSON'S CLOSING REMARKS - The Chairperson thanked all the stakeholders for their continued support and participation in matters relating to the development of their station. The stakeholders commitment is commendable.

000303



021 361 7109


Kwink Building 1974 Gwamazi Drive
Eden Park, Khayelitsha 7764

info@zibonelefm.co.za
www.zibonelefm.co.za

Programming Imbizo

09/03/2019

Name & Surname	Contact / email	Signature
Zweli NOKHATYWA	zweli.nokhatywa@gmail.com	
Shua Nkontsa	ashuan@zibonelefm.co.za	
Xolani Holiday	xolani.holiday10@gmail.com	
XOLISA SINDAPHI	xolisa.sindaphi@gmail.com	
Andiswa Mfengwana	084095 3667 andiswa@ikamva.co.za	
NOPHWE MACODIA	nophwe.macodia12@gmail.com	
NTSEBENGA SHETE	sheten@zibonelefm.co.za	
ZKHONA SENJULA	senjula@zibonelefm.co.za	
Pheliswa Pog	pheliswa@zibonelefm.co.za	
Syrsanga Kilimani	062 70 43 071 syrsangakilimani@gmail.com	
Nomawethu MASANA	0188328172 masananomawethu@gmail.com	
Zola Higa	0834454520 hanyhiga@gmail.com	
NWABISA MABELE-TOJISE	062 884 4367 / 0782156718 stoyise67@gmail.com	
Nzoxolo Mdiza	mzoxolomdiza@gmail.com	
Ps Sakhi Kula.	076 272 7583 sakhelepromo@gmail.com	

000304

BOARD OF DIRECTORS

L NOKWAZA (CHAIRPERSON) | M VELLEEN (DEP CHAIRPERSON)
L GUZA | G MABASO

ANNOUNCEMENT / ISIBHENGESO

DATE 24 / 01 / 2019

PLEASE COPY IF THIS THE LAST ONE.....PLEASE!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!!

ULAHLE NTONI, NINI, PHI, IBIKWINTONI LONTO UYILAHLEYO, INJANI.....

KULAHLEKE BANI, NINI, PHI, IMINYAKA YAKHE, EBENXIBE NTONI, ISITHOMO SAKHE,
MNYAMA/MHLOPHE

PLEASE SPECIFY THE ORGANIZATION OR PLACE WHERE YOU HAVE LOST YOUR STAFF

Ndinku Boniswa Mshazi Ndhala
E Ndlorini Ntshoke Umfana Omda
Omhlophe Ngebala Igama Lakhe
Uthi Ungu Thembelele Matsheke -
Ihwa Uthi Uhlala Enkanini
Umakazi Wakhe Ngu Nombulelo
Unxibe i Jean Nesikha Nany
Ebhawu Amagama Amhlophe
Ndinkavusa xa kundokuthi kanti
Ukhona Umntu Omda Axehehe
IFamily Yakhe Uthi Ubulala
E Qonke E Zwelitsha
073 34 82 358

000306

Announcement

G.P.-S. 01/02

P. 21 (81/143198)

Amapoliso ofumisa ngobazali bo
mthwano ophakathi Komnyaka
Omnye okanye emibini umyana
ngombale umxube isikho esimhlophe
no blue no shoty o powder
blue uchulule ko 40 emakhi
nabani omazayo macedisane
na mapoliso ase Harare
or batsolele kulo Mxhebho
0835338204 bathele no
Sergeant Mthembu

000307

Appendix 15 (Proof of Community Development)

Zibonele FM Newsletter issue 1

Zibonele FM Newsletter Issue 2

ZIBONELE FM NEWSLETTER

SILAPHO UKHOYO!!!



APRIL - MAY 2019 VOL 1 - ISSUE 1

INSIDE THIS ISSUE

1. RADIO COURSE
2. PROGRAMMING
3. ACCOLADES AND NOMINATIONS
4. STRATEGIC PLANNING FOR 2019
5. Zibonele Publication
6. FUNDRAISING
7. SALES DEPARTMENT
8. FOREWORD

Zibonele FM is a round the clock station, which broadcasts content 80% in isiXhosa, 10% in English and 10% in Afrikaans. We also take pride in producing 80% of local news content and have listeners all over South Africa, who tune via live streaming, their mobile Apps and on live Radio. The station, with over 23 years of existence, has worked very hard to earn its position of being one of the two best community radio stations in the country, thanks to our loyal listenership! The station has now ventured into other avenues of the media, like the Radio Academy, Book publishing and in final stages of establishing a music production that will be helpful for upcoming musicians.

ZIBONELE FM STUDIO



The year 2019 started on a high note for the station, what with our Triennial General Meeting (TGM), which we held on 19 January, where all our stakeholders invited were represented. The meeting was well attended and everyone seemed keen on electing a new board for the station and adopt the constitution, which the previous board had been tasked with to amend. Needless to say that the meeting proceeded without any glitches, and a new board was duly elected with no opposition to the nominees.

BOARD MEMBERS



CHAIRPERSON

DEPUTY CHAIR

Thus the newly elected board members:
Chairperson: Mthetheleli Vellem
Deputy Chairperson: Gloria Mabaso
Treasurer: Nophiwo Magodla
Secretary: Xolani Holiday
Board Member: Loyiso Silwana



TREASURER

SECRETARY

We announce that all the members of the board were subject to a vetting process carried out by Independent law firm, Nkohl Attorneys.



BOARD MEMBER



000203

RADIO TRAINING ACADEMY



Zibonele FM received over **100** applications for our Zibonele FM Academy, but managed to shortlist only 34 of these students. The competition is in its second year running, because ours is the first Community Radio station to be accredited by the Sector Education and Training Authority (SETA) to

run the course. The course is affordable and precise for all the needs of a potential broadcaster, covering all aspects of radio broadcasting, production and the practicalities of working in various department of the radio station.

The station is now accredited with four more courses to offer those passionate to learn about media

- 1. Radio production course**
- 2. End user computing**
- 3. Information technology Systems development**
- 4. Technical Support**
- 5. Further Education and training certificate in system development**

After going on in-service training, the students are invited to apply for a second course. Zibonele prides itself with placing the students at Zibonele FM and other relevant radio stations for practicals and internships, this course helps with the standard of broadcasting for those we decide to keep and work at the station. In May, we will be hosting a graduation

ceremony for the class of 2018, handing out certificates with special guests who have achieved academic excellence in media studies.



PROGRAMMING

Programming is our strong forte, as we are always on the lookout for fresh ideas, tailor-made for the individuals who listen to Zibonele FM. The station strives in broadcasting relevant content, which caters to listeners needs. This is all possible from the help we get holding public meetings, where we invite our loyal listeners who we call "Izihlobo zomoya". Our first meeting was held in March, whereas our second meeting was held with local organizations for "A stakeholder's Imbizo". We believe that all these meetings will influence the new programming that will emerge in April 2019. According to research conducted by

the firm AGB Nielson, 2018 has been a good year in terms of growth in listenership. By year-end, we had a whopping 289 000 listenership. Compare this with **161000** in 2017.

ACCOLADES AND NOMINATIONS

Our efforts at striving for excellence paid handsomely for the station. We were placed at number two, in the stakes for community radio in the country, and voted the best community radio station in the Western Cape. Our presenters, who are the face or voices of our station, are not taking the backseat either as we are preparing to attend the National Community Radio Week (NCRW)



The station is nominated for – *Listeners Choice station of the year*

Fundi Ntshwanti – *Best Afternoon drive*

Sivuyile Wayi – *Best Male Presenter & Best religion show*

Lindikhaya Qunta – *Best religion show*



We are very proud of this recognition and give thanks to everyone who has supported us with votes and monetary support.

STRATEGIC PLANNING FOR 2019

A strategic two-day session that was successfully held with Zibonele managers, Board members and guest speakers who know just about everything as far as radio is concerned. These included Dr Ntonzima, Dr Davies and other contributors. We emerged from the meeting armed with a new

Vision and Mission statement for the station.

A concise decision that everyone agreed on was the following:

VISION

- Leading Community Radio Station in Africa

MISSION

- To champion community media through community education and responsive radio programming that engages and enriches our communities.

VALUES

- Integrity
- Transparency
- Community centered
- Ubuntu
- Accountability
- Transformation

PROJECTS

Zibonele membership club



Seeing the increase in our listenership, we have introduced membership cards that allows a loyal listener or local small business to certain benefits, like discounts on events, merchandise and services to help grow small businesses, there is a lot more benefits tailor made for just those interested in the membership club. This helps us track and keep a database of all our followers and supporters, we want to stress that this is beneficial to everyone who wishes to do studies at the station and who wishes to grow their relationship with the station because as since we launched the membership club, all those in our database will get first preference in almost everything we do. This is about building a united community that speaks with the same voice and we encourage everyone to come forward and subscribe with us especially small local businesses that need help in growing and advertising their enterprises.

Ndingubani na? Who am I?



WRITTEN BY
ASHIA NKONTSA

ZIBONELE PUBLICATION



WRITTEN BY
ASHIA NKONTSA

ZIBONELE PUBLICATION

Zibonele Publication

Radio Zibonele will soon launch a series of children's books that cater to between the ages of 5 to 12 years old; which books are written and edited by Zibonele staffers and will be launched in May. We take pride in being the best community radio station which broadcast 80% isiXhosa content, therefore our books will represent that and be written in isiXhosa first and then translated to English. We wish to work with all primary schools, crèches, churches and individuals. These books will mostly have content that is taken from real stories

happening in our communities and we wish to spark conversations that will deal with real life issues.

FUNDRAISING

The station strives in fundraising by creating sustainable partnerships, annual events and the generosity of our supporters. We are currently working on strengthening our fundraising digitally and by ways of accessing grants. If not to "Build the Station" then what is the purpose of our existence. The station is moving towards its goal faster than intended with the Radio Academy, Book publication, Membership cards etc.. We are building a station that can accommodate all other aspects of our Media house in aims of creating jobs, provide skills development and have a 5 -10 years of financial sustainability and security.

Please donate from any amount you can afford.

BUILD MY STATION

THROUGH DONATIONS
campaign

FROM **R50**
AND MORE

ZIBONELE FM FUNDRAISING
ACC: 272043761
STANDARD BANK
026609

WWW.ZIBONELEFM.CO.ZA | ZIBONELE FM 98.2

FOR MORE INFORMATION CONTACT: ASHIA NKONTSA - 021 361 7109

SALES DEPARTMENT

The Sales division wishes to extend a hand of thanks to all our advertisers, as they have been a pillar to lean since the station was inaugurated. Our relationship has stretched from just working with them, to being of the same family. We invite more businesses that wish to advertise with the station to come forward as we have tailor-made rate cards for small businesses, small organizations and a way we can consult with you in growing your business, all these are affordable just for you! Thank you to our big supporters MTN, Pick n Pay, Coca Cola, KGA and all other partnerships the station has and our advertisers. "Coca-Cola has been with us since the late 90's and we would like to sustain these are relationships we wish to accomplish for the station, moving forward"

ZIBONELE FM 98.2 ADVERTISING RATES 2019 / 20			
Time Channel	30 Sec Standard Advert	30 Sec Live Read	
Golden Hour	R700.00	R750.00	
15:00-17:00	R700.00	R750.00	
Time Channel	45 Sec Standard Advert	45 Sec Live Read	
Golden Hour	R1 050.00	R1 100.00	
15:00-17:00	R1 050.00	R1 100.00	
Production Fee	R175.00		
Opening & Closing Billboard	R175.00		
ADVERTISING SLOTS			
One hour	R2 644.00		
Thirty minutes	R1 322.00		
Twenty minutes	R880.00		
Fifteen minutes	R660.00		
Ten Minutes	R440.00		
Five Minutes	R220.00		
OUTSIDE BROADCAST / SATELLITE PROGRAMMES			
1 hour OB	R25 000.00		
1 hour CB	R17 500.00		
1 hour OB	R5 500.00		
30 minutes OB	R4 750.00		

S.B. All the rates above are exclusive of vat and agency fee.

Sales & Marketing Manager: Khetha Angwa
Telephone: 021 361 7109
Mobile: 082 361 7109
Email: angwa@zibonele.co.za

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Chairperson's Remarks

Afternoon, Zibonele FM Board members, Zibonele FM management, guests invited here, stakeholders' representatives, ladies and gentlemen.

South Africans and Capetonians in particular Colleagues, it is with great pleasure to introduce you to the new posture which Zibonele fm has decided to explore. It is for this reason that we applaud and appreciate the history of Zibonele FM. It has become traditional that all newly elected board members inherit this institution being solid, stable and self-sustaining. Yes, one may acknowledge challenges presenting themselves now and then. And that for validates that say which says "there is always a room for improvement"

We must thank the timing of Zibonele TGM which took place just immediately after a Community Media Sector-Wide Summit, themed "TAKING

COMMUNITY MEDIA INTO THE FUTURE". A sector-wide summit which seek to find lasting solutions to the challenges facing community media was a milestone in the promotion of media diversity in South Africa. The summit was hosted by Media Development & Diversity Agency (MDDA) with the department of communications, in collaboration with other government entities.

The sector has several sectoral role players in the industry, to mention few: SENTECH, ICASA, MDDA, NCRF, DOC, SAMRO, SARS. One will remember that the community media sector can trace its roots back to 1993 with legislation promulgated through the Independent Broadcasting Authority Act (IBA Act 153 of 1993).

Community media emerged in South Africa over the past years to fulfil a mandate of diversifying the airwaves and providing a media that reflects the needs and aspirations of all South Africans. It is against this backdrop that all role players were urged to participate in the summit to keep community media viable and sustainable for future generations. Zibonele appreciate that the sector continues to fulfil a significant role in the South African media landscape and that it has remained relevant, even after two decades of its emergence. Therefore, we must position Zibonele FM to lead the future.

This is possible because Zibonele has made laudable strides in becoming the "voice of the voiceless", telling stories of communities that would otherwise not have made it into mainstream media, particularly those of previous disadvantaged communities in the Cape Peninsula. Zibonele FM, like any other community radio had also grappled with staggering sustainability issues that threatened its very survival.

The main challenges that Zibonele had to overcome over the years were e.g.:

- Struggle to comply with principles of good corporate governance (hence intro of independent body recruit board members).
- Noncompliance which results in, among others, the inability to procure government advertising spend, which can only be awarded to compliant media entities.
- When there were exorbitant broadcast transmission fees, unfair competition by mainstream media, which continue to stifle community media at large.

In conclusion, consensus in that summit was that formal training is an important element in the sector's pursuit of sustainability in the advent of digital media and that partnerships with formal training institutions are essential. we are now afforded yet another opportunity to ensure furtherance of Zibonele sustainability through online quarterly magazine. Online magazine will ensure enhance content driven implementation of media mandate pillars i.e Inform, educate and entertainment. We will assist in maintaining reading culture in our communities

South Africa you are all welcome to growth and betterment of Zibonele Fm, Cape Peninsula Community through community media.

Mthetheleli Vellem
Board Chairperson
Zibonele FM

000312

Programme	Description
1. Umyalezo Wosuku	Morning Prayer to start the day (Christian, Muslim, African Religion)
2. Ilitha Lakho Breakfastshow	It's a magazine programme that provides the listeners with Information, Education, entertainment and make them happy while they prepare for work, school or whatever they need to do for the day. Fast passed and witty with daily topics.
3. Health & Esithebeni Nosapho	The first hour is about health issues education and necessary information that will be of benefit to the community. Esithebeni Nosapho is a talkshow dealing with women issues, which includes education, advice and information.
4. Hlal' Ethembeni	The programme is meant to comfort and motivate those who are sick and those who are experiencing difficulties in their lives in general.
5. Developmental Issues	The programme is a talkshow that provides information through interviews regarding developmental projects and plans in the communities we serve.
6. Cel'ingoma	This is a music programme where the listeners are encouraged to request a song of their choice and it will be played immediately.
7. Unyango Lwesintu	The programme provides African traditional healing methods and education. Interviews with Experts in the field and general discussions.
8. Friday Dedications	Listeners dedications through phone calls, whatsapp, sms and Facebook
9. Isiphithiphithi	It's the Afternoon Drive time magazine programme, with handy information and tips, traffic, weather and sport updates. Educational and entertaining with light topics and interviews.
10. Sport	Sports programme that provides updates, interviews and general information about the different sporting codes and the National Teams. Local and National sporting events and games.
11. Masifundisane	It's is an educational programme about general issues affecting the community ranging from Legal, Business, Educational and Labour matters.
12. Ndikuthembis' uthando	It's a talkshow that encourages people to love one another and share heart-warming love stories to curb violence against women and children as well.
13. Iingcambu Zevangeli	This is a religious programme where religious related matters are debated with Religious Leaders and Experts.
14. Intlalo Yomtshato	The programme encourages married couples to enjoy the beautiful institution of marriage, by living in harmony. Experts are invited to assist with marital challenges. (FAMSA) etc.
15. Ezidla Umzi	Topical and current issues affecting the community are discussed at length in collaboration with News and Current Affairs Department.
16. Itshayile	Daily morning wakeup call – encourages listeners to go to work/school or about their daily errands. Enjoyed much by our loyal listeners who form part of our Listeners Club.
17. Sgubhu Sekasi	Music programme for party animals, plays the latest music.
18. Siguguth' uNxweme	Traditional music programme. Mainly Maskandi music.
19. Reggae Music	Reggae music programme. Catering for the Rastafarian Community.
20. Unako	The programme deals with issues affecting people with Special Needs and youth issues. Divided in two parts of hour each.

21. Isisele Solwazi	The programme is an educational and informative traditional programme.
22. Yonwaba Nathi	A musical programme that mixes contemporary and old school afro pop and Kwaito.
23. Ezincamis' umxhelo	The programme plays smooth Rhythm and Blues music.
24. Masivuke	Programme encourages people to wake up and go to church.
25. Masibuyele kuYehova	The programme is meant to motivate people to get closer to God. Mainly music is played and interviews with local artists.
26. Umntwana Likamva	It's a children's programme that's educational and entertaining. The programme caters for children the ages of 3 – 12 years.
27. Sunday Chill	The music programme plays cool mellow music and R&B
28. Iikwayala Zethu	Choral music programme
29. Uhadi Lwakho	Jazz music programme
30. Ebukhweni Bakhe	Worship music programme for a Sunday afternoon.
31. INkqubo Ndaba Yezabahlali	Current Affairs, News and Actuality Programme. Monday to Thursday week days.
32. Uhlangulo Lomphefumlo	Revival programme that preaches the word of GOD
33. Ezincamis' umxhelo	Rhythm and Blues and Afro Soul smooth music programme.
34. Isingqi saseKhaya	African Beat music programme.
35. Ayatshis' Amateki	Music programme that plays the golden oldies from the eighties and nineties.
36. INkqubo Ndaba Yezabahlali	Current Affairs, News and Actuality Programme. Monday to Thursday week days.
37. Ezakuthi Ingoma	Traditional music programme "Maskandi" genre
38. Sithobe Isandla Sakho Yehova	This is a women's religious programme. Preaching by different guests from different Denominations.

PROGRAMME CATEGORIES

1. Religion
2. Music
3. Talk
4. Magazines
5. Sport

Format: 70% Talk , 30% Music

Language: 80% isiXhosa, 10% English, 10% Afrikaans (English & Afrikaans News)

000314

BY THE COMMUNITY, FOR THE COMMUNITY

Zibonele FM is more than just a local radio station

Zibonele FM's humble journey began from a container in Khayelitsha with the aim of being a mouthpiece for the local community, helping them with health-related issues. It was led by the then famous Dr Gabrielle Olgotti, who went out of his way to make sure communication was spread to everyone who needed help. Hence, the radio station still acts on the mandate of developing our communities, and making sure it's diverse enough for our listeners.

The station's nature is to build a better, trusted tool of communication for our community to benefit, whether it's small businesses or individual employees. Its main aim is to be a pillar for marginalised communities, as it broadcasts mainly in IsiXhosa (80%), but also Afrikaans (10%) and English (10%). Whether it's news related or content related, Zibonele FM sends a clear message that the station will reach even the impoverished areas so that no one gets left behind.

Zibonele excels in community development and has already done great work in Cape Town: from building houses, participating in Mandela Day activities every year, doing road shows to visibly communicate on ways people can help themselves, and making sure every child gets an education through our back-to-school campaigns.



The radio station made another breakthrough in obtaining accreditation from the MICT Seta to offer an NQF level 5 course in Radio Production at its Training Academy. The course started a year ago, providing education at a minimal cost to those interested and passionate in pursuing a career in radio. Through this course, students will learn how to run a radio station in its entirety: from the news department, to producing stories or radio dramas, how to conduct yourself and prepare for an on-air show, as well as general theory about radio stations and their importance to our communities.

We invite everyone with a matric certificate and passion for radio to apply for this year-long course. At the conclusion of the course, Zibonele finds job/intern placements from other radio stations to make sure students' talents and passion don't go wasted but are channelled for better use. The station hopes to grow the course into accommodating more students and affording them the chance at further education and doing what they're passionate about.

Zibonele FM now enjoys a listenership of almost 300 000, and is working on broadcasting via satellite television to reach

the rest of the country. We're looking into doing more CSI projects and perhaps finding partnerships that will increase resources to activate our listeners and help even more people in the community.

A board of seven directors is elected by community representatives every three years. They are entrusted with a leadership role to provide oversight and ensure the station operates effectively. It has the responsibility of reporting to stakeholders on an annual basis at the Triennial General Meeting. Zibonele has a legal vetting process for all elected board members and ensures those who run the station are qualified and experienced individuals, overseen by a station manager who has a clear vision for the organisation.

Zibonele FM has become known as the best run community radio station thanks to its professional management (its finances get audited every year by an independent audit company) and its consistency in content on air, which has enabled it to satisfy its clientele like Coca-Cola, who has been the longest-standing client and supporter of Zibonele since 1996/7, followed by Silulo Technologies. ♦

Ashia Nkontsa



NEWS

ZIBONELE FM

SILAPHO UKHOYO

VOLUME 1, ISSUE 2

MAY - JULY, 2019

ZIBONELE GRADUATES!!



PICTURE TAKEN BY TEDDY SAMBO 1ST MAY

In most communities all over South Africa the word "community radio" receives minimal respect, Zibonele on the other hand does the most to redeem the name by making sure everyone who goes on air has graduated from the course that it offers called "Radio Production course" that offers you a six months of theory on how things work behind the scenes and how the different departments function to produce quality broadcasting to attract different advertisers, after that six months you get placed in a media house to do your practical's to see which department you best suitable for.

The celebration behind this graduation brought many emotions to Zibonele supporters and listeners not to mention those who were provided with the opportunity to study in the course, the most common statements from the presenters were "I only had love for Radio and wanted to become a presenter but now I didn't only get that but I Am a GRADUATE".

The event was well attended with Hon. Thandi Mahambehlala (Member of Parliament), Dr Musa Ndlovu (UCT), Mr Macikama from Dept of Higher Education and Training (DHET), Mr Andile Nelani (Head of Training at Correctional services) and Zibonele Board of directors.

The CEO of the fast growing media house Mawande Jara stated on his speech that he was very proud of the 100% pass rate given this was the first class to study the Radio Production course, he thanked the class of 2018 for amount of effort and seriousness they took in learning and empowering themselves, "This is the first to many more graduations the Academy is yet to have" - says Jara

Find out more about the Academy on page 8.



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BUILD MY STATION

THROUGH DONATIONS campaign

FROM R50 AND MORE



ZIBONELE FM FUNDRAISING
ACC: 272043761
STANDARD BANK
026609

FOR MORE INFORMATION CONTACT: ASHIA NKONTSA - 021 361 7109

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Ekasi Thriving Businesses



Miss Blu's business help develop and groom businesses by helping them connect with their larger markets including investors and stakeholders

1. What inspired you to start a business?

A. I recognized a gap in the art industry, artists at the time were secluded to more suburban areas and I wanted to advocate for artists in their different expertise in townships and for them to be hosted and accommodated right here in the hood.

2. How effective is your business in the community?

b. We have since grown into a communications hub in the center of Khayelitsha and other townships. Our efforts include brand advocacy through us brands are able to be talked about. This assisting businesses with brand awareness and an audience alert.

3. How do you plan on growing your business.

A. Blu Space communications SA, will be the hub of entrepreneurs. A space to connect industry experts all over the globe. Bringing the status quo of SME'S aka startups to sustainable consistent empires that create co-working systems that contribute towards the economy

4. How do you handle challenge that come with running a business?

A. Constant reminders of the huge steps we have taken plus developing a resilient nature. A referral from those who have worked before us always play a contribution

5. What would you say to people with just an idea?

a. It needs to be simplified to action steps and implemented.



She sells the soulful comfort food that brings all the boys to the yard with different menus everyday

1. How did the idea of cooking come about?

A. My friends used to come over all the time just for my cooking, well it was nice for the company but not my groceries. So I decided to charge them and even then they kept coming for more.

2. What inspired you to start and register the business?

A. Jordan ways of cooking, Abigail Mbalu, Anele Mabheka and watching Master Chef classes.

3. How effective is your business in the community?

A. Its very effective in the community because people get to taste different meals from my famous Kota to Roti etc, sometimes I even go to orphanage homes, schools and patrollers to give out soup which I get help from business owners around Khayelitsha

4. How do you plan on growing your business?

A. I want to own a restaurant so that I can create job opportunities.

5. How do you handle challenges?

A. I first pray and secondly if plan A doesn't work, I go to all other alphabets, never give up and always keep calm. If I need help I ask those that can help.

6. What would you say to people with just an idea?

A. Never give up no matter what the situation is, stay strong and keep moving forward.



The man who has all the catchy phrases for selling his wine like, "I like being around people who speak Wine Language" and a champion for local businesses.

1. How did the idea come about?

A. The idea came out of frustration, I was very unhappy with the quality of the wine being distributed in townships, I'm inspired by the upcoming businesses that have made it in the townships.

2. What inspired you to start and register your business?

A. The hope it brings to the community because we lacking in resources to produce wine and it doesn't limit us to have our own brands.

3. How effective is your business to the community?

A. Working close with the locals gaining trust for the brand

4. How do you plan on growing your brand?

A. By engaging with the end customer through local restaurants, local bars, taverns and by constantly doing wine tastings, and wine relating events for my audience and curious audience.

5. How do you handle challenges?

A. Remaining calm and focusing on growth of the business

6. would you say to people with just an idea?

A. Anyone can have an idea but it takes courage and time to build a brand, if you have any idea do the ground work in research and execute.



Imbali mobile spa is 100% black owned by Thembakazi Mshula. We offer beauty treatments such as massages, manicure and pedicure, waxing and facials. Make up and nails on request. All this treatment are offered at the comfort of your own home, hotel, guest house or office. We offer wellness day for cooperate and smes, events and incentives. Celebrate any occasion with us.

1. How did the idea come about?

I was working in 5* hotel the spa was closing at 7pm, most of hotel guest would come back from tour the spa would be fully booked. But when I started the business the was a bigger gap and my focus was not working in hotels anymore.

2. What inspired you to start and register your business?

It's challenging because most of people think it's luxurious service, and there is belief that is for certain people. Imbali mobile spa is determined to educate our clients about wellness. That is one of the reason we partnered with Seek Advice our clients can get better understanding of health, beauty and wellness.

3. How do you plan to grow your business?

Our plan is to have premises in township and be visible to community. Host wellness events and invite relevant speakers. Approach local businesses for collaboration.

4. How do you handle challenges?

Every challenge we face we take it as a lesson and growth, and most important is to have solutions.

5. would you say to people with just an idea?

As business owner it's important to be self-motivated, attend relevant workshops and educate yourself. Be professional all the time, punctuality is important. And treat everyone with respect because you don't know who might be a future partner or bring business.



Order Kasi is an app which allows people to order strictly township food which we then collect and deliver.

We are like the Uber Eats! Mr Delivery service for township food venues.

How did the idea come about?

I woke up one day in bed hungry and craving good township food and it crossed my mind why are township venues overlooked by current food ordering services.

Instead of complaining I saw it as an opportunity to correct that, it is a very big market which is not tapped into.

I had the need for such a service it made it obvious to me there has to be more people out there who would benefit with such a service.

How effective is it to the community?

My first steps to prove my assumptions that other people would need such a service was to go to food venues and meet owners to find out if they would want Order Kasi's services and do they see their customers benefiting from it.

The feedback was overwhelming, food venues shared that it would help them because:

- It will generate more income as they are now open to a bigger market instead of the walk in customers
- They shared the benefits of making a constant income during bad weather seasons where customers chose to stay indoors
- They can now operate longer hours as they can close their doors but still run sales on the app.
- They would need less space/resources compared to having all in customers if they offer delivery.

Furthermore, it creates self employment opportunities since people can cook from home and run their menu on our app without needing a venue or finding a good location for customers.

We also creating a side income to locals to do the deliveries.

Plus we will get the youth involved to do short distance deliveries on their bikes

How do I plan to grow the business?

We are currently finishing the pilot we were running using one venue in Khayelitsha, by end of next month we are opening the platform to ALL township food venues.

We are also expanding our delivery radius so people in the suburbs who want to enjoy township food can order from the app at a fee for us to delivery it.

Once we have all township venues in Western Cape we want to go nationally to be in every township.

This will create a major boost in the township economy!

How do I handle the challenges that come with the business?

Very simple, I ask for help and advice from the actual customers and venue owners.

This is the best way to create a product that the people want plus you will be so shocked how people actually are willing to help if you just ask.

What would I say to people with just an idea?

Start, just start
You only know about business by being in business.



Khayelitsha Business Forum

KBF was formed early 2008 with the aim to help Khayelitsha small businesses to grow into their fullest potentials, to empower and develop them e.g. office space, trainings, they even have 5 consultants through their partnership with UCT that help these businesses with matters of law, business plan, how to grow your businesses etc. The forum offers business education trainings from one day trainings to months' courses.

All these are made possible through partnerships with SETAs, Standard bank, UCT and the strong sub committees that are under the KDF

"We don't get any funding for the organization but for specific projects within the organization, we now have about 350 businesses under KBF and so far this year we have helped about 50 businesses who are going strong, in terms of helping our businesses we strive for excellence and so far we have help businesses that are millionaires from the location" - Says Mr Kuta

The forum leaves no one behind as the only thing that you need to join the organization is a joining membership form and a fee of R150 once in every three years, their offices are at the Training Centre in Khayelitsha, Corner Lwandle and Spine road.

000317

The man at the HELM



Mawande Jara, Zibonele FM CEO

From its early days operating out of a shipping container in Khayelitsha, Zibonele FM now enjoys a listenership in excess of 250 000, and is the only community radio station that broadcasts its programmes in Xhosa for 24 hours a day. Leading from the front is CEO Mawande Jara, who joined the station in 2014 as director for corporate services before he was promoted to his current position. Under his stewardship, Zibonele FM has increased its listenership from 161 000 to 270 000 in a period of two years; has developed a mobile app for live streaming, enabling other people within the broader Western Cape province and outside to listen to the station; has been registered as an accredited training provider (academy) under the MICT Seta, providing an NQF level 5 radio production course and a certificate in journalism; and has received numerous awards including Best Community Radio Station of the Year for the Western Cape (National Community Radio Week Awards 2017 & 2018), Best Community Radio Gospel Presenter for Onke Jalamba (Ingoma Awards 2017), Best Traditional DJ in Community Radio for Siyaxola Sobantu (SA Traditional Music Achievement Awards), and Best Children Show for Nontobeko Mcetywa (NCRW Awards 2018).

• How did you get into radio?

I actually began in the social development sphere. I enrolled for a diploma in Public Management at the Cape Peninsula University of Technology, and completed an advanced diploma in Public Administration as well as a



postgraduate diploma in Project Management. I started my career in the Department of Social Development as a social

development worker, a position I held for three years before I was promoted to administrative officer at the Department of Community Safety. I was further promoted to the position of professional officer at the City of Cape Town. I led in different community development structures under the auspices of the Khayelitsha Development Forum, where I demonstrated dedication in community upliftment. My passion for community development grew significantly—and seeing the need people had for a better communication tool, I ventured into radio with the hope of strengthening and bridging the gap between the community and government.

• Zibonele FM has improved its listenership since you took over as station manager. How was this achieved?

I'd like to extend my sincere gratitude to all the team members of Zibonele FM, particularly volunteers who devote their time and resources to ensure the station

realises its founding objectives: that of informing, educating and entertaining the community through diverse and accurate radio programming. The strategy we employ is underpinned by teamwork and continuous motivation. I've ensured all employees are part of the team, and their contributions are well recognised and acknowledged at all times. Continuous motivation sessions are provided to staff to ensure nothing deters them from accomplishing the broadcasting task. Community outreach/maintaining community contact is the second pillar that underpins our strategy: Throughout the broadcasting year, we enter into partnership with different local companies to ensure broad visibility of the station across all sectors of society. As a station, we organise events that serve as the platform for social cohesion, where diverse groups of our people come together to celebrate their culture, religion, music and shared experiences. Quality programming and accurate content have served as the bedrock for increasing listenership and deepening their loyalty to our brand. Radio is an integral part of the media sector and it remains relevant; however, to maintain its relevance it has to move with the times—hence the use of modern technology has become key in our strategy. We have undertaken to revamp our website to be more responsive and enable users to interact, we have strengthened our visibility on social networks and launched a mobile application for cellphone users to access radio more easily. This has yielded

magnificent results: The number of listeners who access us through the Internet has grown from 1% to 2.5% and has enabled those outside our catchment area to contact us.

• As a young CEO of a major community radio station, what do you think is needed to improve the quality of these types of stations in South Africa?

The community radio sector remains a potent community mouthpiece which, among other issues, aims at espousing and unearthing local talent. It can achieve this through support from the community, government and the private sector/corporate world. In order for the sector to flourish, the government should develop sustainable supporting models without taking away editorial independence; the model should speak to continuous methods of leadership development aimed at inculcating the culture of corporate governance that will enhance effectiveness in the sector. In the main, the central government has established entities such as the Media Development Diversity Agency to empower community media—this is a commendable initiative and has proven to work; however, it can be more effective if it can be replicated in all spheres of government.

Municipalities have a huge role to play, and the law should compel them to do so. National Treasury has adopted a policy that stipulates that 30% of advertising budget should be spent on community radio. This is a great step in the right direction; however, there should be a monitoring mechanism to ensure adherence to the policy.

There's a general perception that all community radios are just community projects that aren't professionally managed—but that is not the case. This can only be eradicated if communities are employing a developmental approach to growing the stations, providing necessary support, protecting the stations from political capture and sparing the stations from community conflicts.

The corporate sector should regard the community radio sector as an investment and contribute to the development of the sector by not limiting its involvement to only advertising, but rather on holistic development of the entire industry.

• What support have you received from corporate South Africa?



As things stand, corporate and community radio collaboration is confined to advertising and thus there's little support provided. The

system that's currently used by major role players in the corporate world is not favourable for community radio. For lucrative advertisement deals to reach community radio, they go through advertising agencies that take a certain percentage (agency fees can be 30% and above), and that

results in radio stations getting crumbs of the cake. I don't suggest that stations be dependent on handouts, rather I wish to extend an invite and challenge big business to work directly with community radios. I'm certain they will receive professional and sound service. Over and above that, they will see return on their investment.

• How did the Zibonele Training Academy come about?

Community radio serves as an incubator and preparatory institution for raw talent; this has been proven to be an effective method to nurture talent in mainstream media. Having produced a number of renowned radio presenters and discovered talent, we knew that getting accredited and recognised skills remains a great challenge, especially among previously disadvantaged youth. Scarcity of resources disempowers community radio of an opportunity to apply a skills retention strategy, as it cannot compete with established and mainstream media. However, we remain uncontested in human capital development.

Having done a comprehensive analysis, we established the need for an accredited training academy that will provide recognisable skills to help aspirant radio presenters to hone their skills, in order for them to gain meaningful employment. Radio is diverse and thus it was required not to confine the scope of the academy to radio only—rather

broaden the focus to essential skills needed in the market.

So far, the academy is accredited to provide the following qualifications:

National Certificate in Radio Production (NQF level 5), National Certificate in Information Technology (End-User Computing NQF level 3), National Certificate in Systems Development (NQF level 5), National Certificate in Technical Support (NQF level 4) and National Certificate in Information Technology Systems Development (NQF level 4), and National Certificate in Journalism (NQF level 5). In 2018, the academy trained 25 learners through a programme that was funded by the MICT Seta. Through a collective effort between enthusiastic learners, facilitators and Zibonele FM personnel, the pass rate was 96%.

• Having already won numerous awards and achievements, where to from here for Zibonele FM?



The Zibonele FM team thanks everyone who contributed to bringing about all our achievements thus far: from our loyal listeners, the board and management,

presenters to technical support staff. We will continue the good work, as there are many tasks lying ahead.

From inception, Zibonele wanted to distinguish itself as the best community radio in the Cape Peninsula. We have achieved that milestone, sitting in second place nationwide—and we are striving to be in first place countrywide. We are working around the clock to ensure our coverage is improving so that we can reach the Cape Metro in its entirety. The process is tedious and involves quite a number of stakeholders. We remain unshaken in our vision to create Zibonele Media House, which will consist of a community newspaper, music production house, training academy (existing) and community TV. We are likely to realise our vision in the space of 18 to 24 months. The media house will stimulate the township economy, develop skills and create jobs for many communities.

The Zibonele leadership is exploring other possibilities for growth and we hope to become a regional radio station with a provincial footprint.

For more information, email

mawande.jara@zibonelefm.co.za

or visit www.zibonelefm.co.za

000318

ZIBONELE FM

GIVES BACK

LOCAL ACAPELLA GROUP SCOOPS THE BIG PRIZE



Excitement filled the air this year as local Acapella group became overall winners and won themselves thousands of rands in cash.

This group, fondly known as Amanyora, could not believe their fortune as they ousted two other contestants for the big prize.

Various exciting prizes were won by these contestants. The overall winners scooped a massive R6 000.

The two runner ups won themselves tablets and received the once in lifetime exposure they needed to kickstart their careers.

This is all part of the groundbreaking initiative by Zibonele FM. This journey dates back to four years ago and has been running consecutively, since then.

With the current economic climate being at its lowest and unemployment rife, this initiative is exactly what the community needs.

This initiative not only aims at boosting their careers financially but also provides them on-air exposure.

Don't miss out on this opportunity. Believe in your dreams, enter and next year it could be you.



Amanya Group, The Winners of Cula Zibonele

Zibonele Builds Houses:



Locals Benefit from Zibonele FM's 67 Minutes

It seems as though Christmas came early for the less fortunate in Wallacedene, Kraaifontein this year. This is due to a fruitful partnership between Zibonele FM and Habitat for Humanity South Africa. This teamwork resulted in several houses being built for the poverty stricken residents.

"Most of our presenters were physically working in building these houses," the Station said.

Zibonele FM is no stranger in helping build houses in Cape Town. Just last year, the Station built three houses in Makhaza, Khayelitsha. As one of the oldest stations in South Africa, we believe in building our nation into a better place both on the airwaves and through physical labour in our communities.

The 67 minutes for Mandela reminds us to always stay humble and never forget where we come from. We achieve this by realising Tata Nelson Mandela's dream of helping those that are less fortunate.

We would like to extend a hand of appreciation to Habitat for Humanity South Africa for partnering with us for this year's CSI project and honouring the late Tata Nelson Mandela.



ZIBONELE FM FULFILLS ITS PROMISE TO THE COMMUNITY



One of South Africa's oldest radio stations, Zibonele FM managed to put smiles on FIVE deserving and physically challenged people. This act of kindness truly saw the station putting the slogan, "Isandla Sivasa Esinye" (One hand washes the other), into practicality.

"This year, while marketing for our biggest annual show, Indumezulu, we promised to give back to the community," the station said.

"This was inspired by one of our listeners who was heartbroken because she didn't have wheelchairs to offer the deserving and struggling people to move from point A to point B," the station added.

Zibonele FM was deeply moved by the recipients' heartbreaking situations. One elderly recipient was staying alone, unable to move about and lacked food. To add pain to misery, he was abandoned by his kids with no one to look after him.

His neighbours stepped in and shared his story so he can receive assistance and be mobile. This is just one of the heartbreaking stories we hear about on a daily basis.

MAGIC BEHIND AIRWAVES



This year has been extremely hard in most parts of Cape Town, the number of people murdered has gone up, the level of crime has ridiculously increased that the Police Minister Bheki Cele had to intervene and bring in the military to come help local police officials. This has been unfortunate as we couldn't do much but create awareness for people to be safe.

However, we have definitely been mastering helping people recover their cars that have been hijacked, just this year we have recovered three cars including that of the stations with our strong reach and intent on helping however way we can, trust us when we say we go from looking for peoples stolen socks to hijacked cars, our presenters are fast becoming spy's and will go above and beyond in helping their listeners

Bringing back smiles, confidence and love to Matric Farewell 2019



Farewell is a big day for each and every girl, as it's a day they get to reminisce, look beautiful and show their beautiful smiles. This day is also special because all the students are now soon going to Universities, Internships, jobs etc

Zibonele FM together with "Women at the well" and "Khayelitsha Fashion Week" have partnered in collecting outfits that will be beneficial to all the underprivileged students who are in school and cannot afford to look beautiful.

Please follow all our social media pages for all the information regarding the Farewell drive

Zibonele Fm gives R25 000 weekly with BLUE Ribbon



We have been running competitions with Blu Ribbon both on air and Social Media and lucky contestants have been winning left right and centre on the Ilitha lakho Breakfast Show. So far Blu Ribbon has given R150,000 in total to 6 different lucky listeners.

You don't want to miss anything that happens on air especially when we feeling generous, better yet join our membership club to be kept updated about competitions happening on air.

Zibonele FM Celebrates 70 years with Mikes Sports

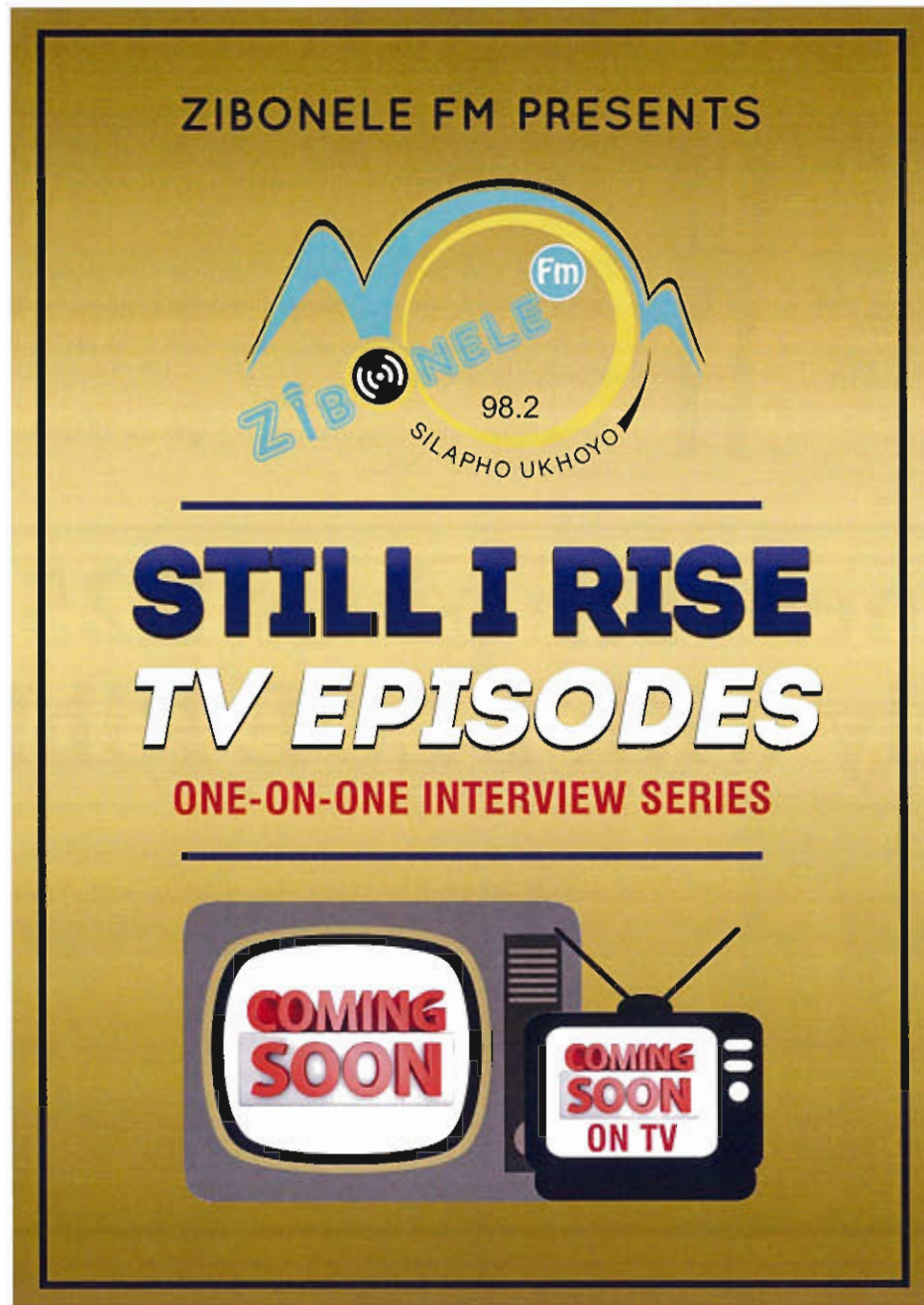


Mikes Sports has been around since "donkey years" that amounts to 70 years and Zibonele FM has had the privilege to partner up with them by giving back to the community. The company is known for their tailor made, embroidered sports gear and everything sports related.

Mikes Sports with Zibonele FM has managed to give away soccer personalized kits, balls and cash vouchers worth about R20 000 to lucky listeners of Zibonele FM. Lets all join in and wish this successful business a Happy 70th Birthday.

000320

STILL I RISE SHOW



The upcoming exciting show is an exclusive one-on-one interview looking into the behind the story lives of the Airwaves QUEENS, stories that can potentially change your lives.

We talk about:

- Challenges
- Strengths
- Successes
- Depression
- and struggles of being a woman

On the last episode of the series we closed by having the head leaders of Zibonele FM who are Males as guests and they share their views on challenges women face in 2019 on the workplace and outside their daily lives.

ZIBONELE FM EVENTS

Indumezulu Gospel Show A Resounding Success

Scores of fellow Cape Townians attended Zibonele FM's Fifth Annual Gospel Show, this year. The venue was packed with over 5 000 people singing along and enjoying performances of the best artists that the local gospel industry has to offer. Among them were Hlengiwe Mhlaba, Dumi Mkokstad, Thobckile, Sipho Ngwenya and various local artists.



In between the performances were inspirational sermons that nourished the audiences souls. The music was co-ordinated by well-known personalities Putco Mafani and Zibonele FM's dynamic presenter Thabita Busani. The show achieved exactly what it set out to do and that is to revive the masses spirits. Join us next year for our sixth annual show. Zibonele FM would like to thank all of our sponsors, vendors and those who support and continuously make the show a success.

Success as Zibonele FM's First Book Hits the Shelves

Zibonele FM's first book launch has been a huge success. The book, titled, *Ndingubani Na?* is written in both IsiXhosa and English.

Within a few weeks of its launch, a total of 130 copies were distributed all over South Africa. Its core focus is to highlight the issue of a child's identity and seeks to preserve the African culture.

"The aim in publishing these books is telling our stories the best way we know how," the station said.

"We use each title to help children to enjoy reading while learning about their surroundings and the severe conditions in which we live," the station added.

Follow us on our social media pages to get a copy for yourself or your loved one.

(ASHIA PLEASE LIST THE STATION'S SOCIAL MEDIA PAGES)

Visit these pages for info on the next two books we are going to publish in August 2019.



Car WASH fundraising

Well what's another way to fundraise than having your presenters dress up sexy and washing your cars. It was a day of drooling and admiration when we had a set up in Town two and invited everyone to come to the car wash.

Oh, we might be known for our broadcasting ways and speaking when spoken to but in that same sentence you definitely can't leave behind or fault us in washing cars, all our customers left entertained and happy with the services we provided and we had a fun fundraising day.



Zibonele VIP Access

We have a strong membership who we treat like our VIP's, We welcome everyone to subscribe for the membership, as businesses or as individuals.

We give them discounts on our events, merchandise and help where necessary. Our business partners are different as we help in Marketing strategies, discount in advertising on Air, Social media, website and on print.

The station has now cut back in most of our annual events and looking to partner up with event's organizers and since there is a long list that we can partner up with, we invite them to subscribe to become members of the station.

All businesses that wish to be part of the membership through giving discounts to our subscribers or want to become members are invited to talk to Ashia @Zibonele FM

ZIBONELE 98.2 FM



Ashia Nkontsa

ID no: 00000000000001

Most Valuable Supporter

ZIB 0011 - Expiry Date: 02/02



ZIBONELE MEDIA HOUSE

CONTACTS

If you want your story to be published call the editor
Ashia Nkontsa
021 361 7109



IS IT YOU WE LOOKING FOR??

Zibonele FM is on the lookout for children who wish to participate in the station's book content.

It's no secret that this radio station is on a mission to release more books this month. As this radio station, we want to create and encourage a movement that's appealing for our kids to read stories that are relevant to our communities.

Should you wish for your child to participate as a model for any of the books and possibly appear in the cover page and book chapters do let us know. We will personally follow up with you.

The books are available online at www.printondemand.co.za or buy them directly at Zibonele FM.

How about adding the station's physical address and contact number?

Ndingubani na ?



WRITTEN BY
ASHIA NKONTSA

ZIBONELE PUBLICATION

Who am I ?



WRITTEN BY
ASHIA NKONTSA

ZIBONELE PUBLICATION



Zibonele PRINT

We have created the newsletter for just making updates for the work we do but now we intend on growing it to be more of a newspaper and invite advertisers to come on board whether to profile their business or advertise for events etc.

It will also be used as a platform to help grow and market small businesses and those who do well for our community.



Radio Academy

Should you be interested in knowing more about the Academy please refer to page 8.



SHAPING THE MEDIA INDUSTRY THROUGH EDUCATION

In the spirit and of growing the station into becoming the best MEDIA HOUSE. Zibonele FM was accredited to be a training provider/ academy under MICT Seta in 2017 and we taking it nationwide.

Preparing Inmates for the labour market



The Academy has already partnered with the Department of Correctional Services (Training on Radio Production course) for the inmates. One is to start an integration programme and second is to equip them with skills that will enable them to penetrate the job market, the department and the station are currently working on how the inmates can be given internships by working on a programme that will help the public employ them without the dark shadow of employing people with criminal records.

Y2K meets Zibonele Academy

The partnership with Y2K is an exchange deal that allows us to have branches in other areas and bring the Academy closer to different areas in the Western Cape, not only will we have a training facility now in just Khayelitsha but we will also be available in other areas



Silapho Ukhoyo through Education

Long term vision of the ACADEMY: we want to be the best Training Academy that excels in producing the best media personalities, not only have we started in the Western cape but we see a need to branch out to other provinces as well after seeing so many applications coming from other provinces especially the Eastern Cape.



Training Academy schedule

We are now about to commence on the third cycle of our Radio production class and ready to start with the other four courses in 2020.

Radio production:

1st graduation May 1st 2019 (32 students)

2nd class due for in-service training.

3rd Intake closed 19 July 2019 – class starts August 01, 2019.

Zibonele is accredited to train the following :

- NQ Level 5 Certificate: Radio Production course
- NQ Level 5 certificate :Info & Technology(Systems development)
- NQ Level 3 certificate :Information Technology (End User computing)
- Further education & training certificate: Information Technology(Technical Support)
- Further education & training certificate: Information Technology(Systems development)

000324

ZIBONELE PRINT AND DIGITAL SPACE

New media is fast paced growing digital space aimed at helping to enhance your brand and have a frequent marketing visibility to speak directly to your audience

Zibonele FM has a data annalistic software called Colony that dertermines which time is best to advertise, who sees your post and can track down the most people that engages in your post.

We aim to grow with our clients by giving them the best marketing & Branding plan that can almost guarantee you value for your money.

WEBSITE		
<ul style="list-style-type: none"> News Updates Events Presenter profiles Projects & Fundraising Corporate Friendly Live streaming Competitions 		
ITEM	TIME FRAME	COST
Webbanner	1 week	R2500
Competition	1 week	R2600

SOCIAL MEDIA

FACEBOOK, TWITTER AND INSTAGRAM		
<ul style="list-style-type: none"> Programming updates Major traffic for listeners request Live updates Frequent visitations 		
NB: This comes with a boost to reach more followers T & C's apply		
The station will help with content, script writing and marketing consultant		
ITEM	TIME FRAME	COST
Competitions	1 week	R3800
Business/organisation advert	1 week	R3800

PRINT MEDIA

NEWSLETTER/ZIBONELE PAPER		
<ul style="list-style-type: none"> Local content Business profiling Events coverage Zibonele Projects update Editor's opinion piece Community engagement Cape Town Witness 		
ITEM	TIME FRAME	COST
Cover page & Profile		R5900
Half page		R3500
Poster		R1500
Events feature		R1000
Community engagement		Price and partnership neg.

MARKETING DATA COLLECTION RESEARCH

- We use our production studio and equipment
- Draft survey questions
- In Transport
- Cover maximum 3 areas
- Run a campaign questionnaire on social media
- Compose a detailed report

New ways of advertising, marketing and branding. let us help you find your market in not only one way but many ways at affordable prices.

News ways of growing your business, through Marketing and branding on Social media, Website, Newsletter and informed researches to help know your target market and what more you can offer to your clients.

= R6 500 ONCE OFF

PRESENTER PROFILES

5 minutes with Lifa Gushman



"Ndiyi outi yase Gcuwa?" Says the charming Zibonele FM morning show presenter, Lifa Gushman, as he gushes with excitement before his interview starts. The man popularly known for his on-air "yeah man" signature grew up in Mgagasi as an only child. "I spent most of the time in a boarding school. Honestly, I had no interest in radio but had the best teacher who believed that I had a wonderful voice," Lifa said. "I loved TV and wanted to become a sports commentator or be a social worker. That is something I am still working on," he says with his face beaming. After matriculating, he went to Boston (DOES HE MEAN OVERSEAS OR BOSTON CITY COLLEGE?) and studied media studies. His passion for sports commenting grew. It was in 2016, when his friend advised him to send a demo to Zibonele FM. That was when his love of radio started. When asked what his first love is, he responded saying, "My first love is radio and I will choose radio if I were given a chance to choose." Grateful for the opportunity granted to him, Lifa

said, "Zibonele FM has shaped me to be this radio personality I am today. If people listen to me and think I am good, that's definitely because of Zibonele FM," chuckles Lifa.

YOUR MENTOR?

Has to be Zweli Nokhatywa who believed in me and sort of mentored without even realizing, the drive, willingness, and the passion he has for Radio has definitely rubbed off on me.

RADIO: Is a career because its everyday life

WHAT MAKES YOU WAKE UP IN THE MORNING?

My son definitely inspires me to wake up in the morning, love and passion for what I do being on radio and waking up people every morning, and most importantly the excitement I still have for Radio.

HOW DO YOU ATTRACT/CMD YOUR LISTENERSHIP?

In order to attract people you have to always be informed by what happens around you and always be considerate of each and every person who listens to you and know that Radio is not about your opinion but definitely bigger than you.

5 minutes with Tabita Busani



Tabita Nolekhanyo Busani is a Radio personality

-Host of Esithebani noSapho (09h00 - 12h00noon)

-Host of Ndikuthembisa uThando (21h00- 00h00)

-MC to many big events

OH, they did say that dynamites come in small packages but wait until you meet this one. This feisty dynamite Tabita Busani was born and bred in the dusty streets of King Williams Town and made it to the bright lights of Cape Town where dreams realised, she is a 6th child from her parents and grew up shy and quiet not knowing that she will one day be on TV and Radio, "But honestly speaking Tv was my first love growing up but by the age of 16 I ended up loving radio and at that point I really hoped that it will be a bridge for me to work on TV" - Says the 27-year-old dynamite.

While working at Zibonele FM and have a hectic lifestyle of being booked as an MC almost every weekend she is also currently doing her LLB through UNISA.

YOUR MENTOR?

Mrs Fosi is my mentor she has help shape the hard working person I have become and pushed me beyond my limits to become a better radio host, best MC and the best mother.

WHAT MAKES YOU WAKE UP IN THE MORNING?

What wakes me up is knowing that the at least one person who I help through my radio shows by listening to me and I made a difference in their lives, I also love the fact that I'm serving my purpose and doing what I love which is making a difference in the world through my voice.

HOW DO YOU ATTRACT/CMD YOUR LISTENERSHIP?

HOW DO PEOPLE IDENTIFY WITH YOU?

It's funny how I loved listening to Thomas Msengane and ended up mimicking him until I had to find my voice and myself, I just laugh it off now because I know exactly that the best thing about me is being the best version of myself.

WHO ARE YOU? Dedicated, Passionate and Fun

WHAT MAKES YOU ANGRY?

I don't like being disregarded, PEOPLE WHO LOOK DOWN ON OTHER PEOPLE

WHAT MAKES YOU HAPPY?

Waking up everyday and doing what I love, I like being in a happy space and my son makes me happy, he makes me see a bright light in dark situations

5 YEARS FROM NOW? My own business up and running and I want to be married.

RELATIONSHIP?

I am in a relationship with someone and I wish to grow old with her, says Lifa uncomfortably blushing.

OTHER THAN RADIO WHAT KEEPS YOU BUSY?

I do different MC gigs, CO- Host of Online tv Show LMSports on youtube that takes all my time

CAREFREE TIME? Viden gamer, watch sports, spend time with loved ones

BEST QUOTE:

"A man that graduates today and stops learning tomorrow is uneducated the next day"

Lifa Gushman is a

- Radio Presenter for Ilitha Lakho Breakfast Show (6-9am)

- Host of Uhadi Lwakho Jazz Show

- Ezemidlalo Sport Show

- Sports Co-host for LMSports (youtube)

Being content and confident is what attracts people to my show, my voice is just a bonus. I always make sure my topics are relevant to the community and that is what makes them keep on listening and is what has made my show on the top two as the best that people listens to.

HOW DO PEOPLE IDENTIFY WITH YOU?

I identify myself as a strong dedicated woman

WHAT MAKES YOU ANGRY?

I really don't like people lying to me, I'd rather deal with the truth than a lie.

WHAT MAKES YOU HAPPY?

Helping people get closer to their destinies because I believe the more I help there more blessings I receive

5 YEARS FROM NOW?

I will definitely be an advocate hopefully working in commercial radio stations for a wider audience and have my own organization.

RELATIONSHIP?

I'm single and currently focusing on my career

OTHER THAN RADIO WHAT KEEPS YOU BUSY?

School, Church and events that I host/MC keeps me busy

CAREFREE TIME?

Going out with my friends to different restaurant and watching movies.

WORDS TO LIVE BY

"I do not consider myself yet to have taken hold of it, but one thing I do is forgetting what is behind and straining towards what is ahead"



Editor's Note



Ashia Nkontsa, Editor

Most community radio stations fail and shut down because of lack of support from businesses and local government, what's shocking mostly is wherever there is an emerging urgency the first outlet to reach out to to communicate with communities is community radio stations, it is fast and efficient and speaks directly to communities at large.

"How community radios can help boost brands within the communities they broadcast in."

Brand visibility has improved a lot within communities all over the world.

This is mainly due to the high presence of community radio stations which have played a major role in acting as a communication channel.

These radio stations link brands with community leadership.

At times, the relationship between the entities is not as fruitful as initially planned.

This is based on the amount of traffic that local radio stations bring to brand consumers as well versus the benefits community radio stations receive are minimal.

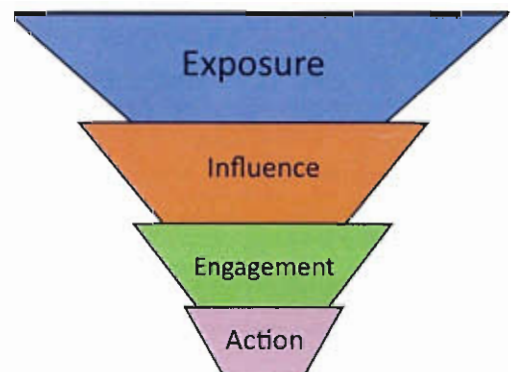
In most incidences, brand consumers spend lump sums on TV ads.

On the other hand, commercial radio stations' target markets are within communities, the very same communities that are loyal to community radio stations with call-ins and walk-ins.

The sense of loyalty communities have for community radio stations, raises the question: why community radio stations not first preference when it comes to advertising?

If the tables were reversed, this would provide direct communication with the community.

Most big companies when dealing with community radio always want to negotiate prices like at a spaza store but will never do in commercial media houses. One thing that must be known about community radios is if you want a professional functioning community radio station you have to employ qualified management and well trained, skilled presenters that's one of the few key strategies of Zibonele FM's successful ways of running the radio station.



Appendix 16 (Proof of Payment)

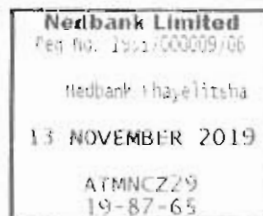
Application Fee Proof of Payment Issued by Ned Bank

1 CASA



Nedbank Limited, Reg No 1951/01 009/06
135 Rivonia Road, Sandown, Sandton
2196, South Africa

Nedbank Khayelitsha
13/11/2019 10:24 ATM CZ29 TRAN 5665



ACCOUNT NUMBER : *****

CARDLESS AND DEPOSIT OF FUNDS

INTO ACCOUNT : *****9044

ACCOUNT NAME : INDEPENDENT ACCOUNT

DEPOSIT DETAILS

R10	0	R	0
R20	0	R	0
R50	0	R	0
R100	17	R	1700
R200	11	R	2200
AMOUNT DEPOSITED		R	3900

TO THE CLIENT, PLEASE BE
NOTIFIED THAT THERE MAY BE A DELAY
IN YOUR DEPOSITED FUNDS REFLECTING
ON THE NEXT STATEMENT. PLEASE
ALLOW 3 BUSINESS DAYS FOR
THE ACCOUNT BALANCE TO UPDATE.
HOWEVER, FUNDS MAY BE AVAILABLE
FOR WITHDRAWAL IMMEDIATELY AT
NEDBANK ATMS.

APN :
AID :
RRN : 013505004747
REF NO: zibonele fm