



**INVITATION TO APPLY FOR GENERAL ELECTRONIC
COMMUNICATIONS SERVICE LICENCE TO PROVIDE FREE-TO-AIR
COMMERCIAL TELEVISION BROADCASTING SERVICES IN THE
KINGDOM OF ESWATINI**



INVITATION TO APPLY (ITA) FOR BROADCASTING SERVICE LICENCES

The Eswatini Communications Commission (ESCCOM) hereby invites applications for the following broadcasting service licences in terms of the Eswatini Broadcasting Act, 2023:

1. Free-to-Air Commercial Television Broadcasting Licence
2. Free-to-Air Community Television Broadcasting Licence
3. Free-to-Air Commercial Radio Broadcasting Licence
4. Free-to-Air Community Radio Broadcasting Licence

PURPOSE OF THE ITA

These ITAs aim to broaden Eswatini's broadcasting market by introducing additional licences that:

- Promote competition and diversity of content;
- Improve service quality for audiences;
- Strengthen community participation in broadcasting; and
- Support socio-economic development and employment for Emaswati.

SUBMISSION OF APPLICATIONS

Application documents can be downloaded from the ESCCOM website on www.esccom.org.sz. Successfully completed applications must be submitted in the prescribed format no later than: 14:00 hours on 27 January 2026 to:

Eswatini Communications Commission

Plot 11/850, MR103

Ezulwini, Eswatini

A public opening of the applications will take place on 27 January 2026 at the ESCCOM Head Office, starting at 14:00 hrs.

TERMS AND CONDITIONS

The Commission is not obliged to accept any application. Applications will be evaluated strictly according to the Broadcasting Act, 2023 and the published criteria.

CLARIFICATIONS

All interested applicants shall be entitled to seek written clarifications or raise any queries as regards the ITA and the application documents by **27th January 2026**, after which no more queries shall be considered by the Commission. The request for written clarifications shall be addressed to the Chief Executive and emailed: legal@esccom.org.sz

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I. INTRODUCTION

I.1. Mandate and Powers of the Commission

I.1.1. The Eswatini Communications Commission is a regulatory body established in terms of the Eswatini Communications Commission (ESCCOM) Act, 2013, to regulate the electronic communications sector, including telecommunications networks and services, broadcasting services, postal services, the use and allocation of radio frequency spectrum, e-commerce, data protection and cybersecurity.

I.1.2. The Commission, in exercise of its powers to issue necessary authorisations, regulate and supervise the provision of broadcasting services and the content of those services as per the provision of section 6(c) of the Eswatini Communications Commission (ESCCOM) Act, 2013 as read with section 38(a) of the Eswatini Communications Commission Act, 2013 and section 4(2) of the Eswatini Broadcasting Act, 2023 hereby invites applications for the provision of Free-to-Air Commercial Television Broadcasting services in the Kingdom of Eswatini from capable and interested persons (natural and juristic).

I.2. Rationale

I.2.1. This ITA is issued in line with relevant national policy objectives, to promote universal access to information, education, and entertainment through sustainable and inclusive broadcasting services.

I.2.2. In addition, this invitation is issued as part of the Commission's initiative to widen the market structure in Eswatini to promote competition, improve the quality of television broadcasting services offered to people in Eswatini, and enable television viewers' choice as envisaged in the Eswatini Broadcasting Act, 2023. The Eswatini Broadcasting Act, 2023, is a legislative framework that gives the Commission the mandate to ensure the development of the country's broadcasting sector and allows for the licensing of new broadcasters to diversify content.

I.2.3. The Eswatini Broadcasting Act, 2023, mainly seeks to:

I.2.3.1. Promote the provision of a diverse range of broadcasting services throughout the Kingdom of Eswatini.

I.2.3.2. Provide for the different classes of licences under broadcasting

services, namely: Public, commercial, community, subscription, subscription management broadcasting, and related services.

1.2.3.3. Provide for a clear licensing and authorisation framework for broadcasting services.

1.2.4. Broadcasting services play a significant role in the dissemination of information, education, and entertainment in the nation. The services play a crucial role in achieving a nation's development goals. As an industry on its own, broadcasting can germinate a sustainable creative industry and create employment opportunities in the Kingdom of Eswatini. Broadcasting can inform audiences about development in other sectors of the economy, thus acting as a complementary service to those developmental activities.

1.2.5. Commercial television broadcasting services, in particular, play an important role in satisfying the content needs of a country that may not be met by other classes of television broadcasting services. Under this category, the ESCCOM has granted only one license to the Channel Yemaswati. This invitation to apply seeks to increase competition and choices in the commercial broadcasting space.

1.3. Purpose of the Invitation to Apply (ITA)

In light of the above-set landscape within the commercial television broadcasting space, the Commission hereby issues this invitation to interested parties to apply for the grant of one (1) additional free-to-air commercial television broadcasting licence.

1.4. Type of Commercial television licence to apply for

Specifically, the type of commercial television licence to be granted under this ITA shall be a free-to-air television broadcasting service with national coverage for the territory of Eswatini.

1.5. Number of licenses to be issued under this ITA.

The Commission shall issue only **one (1)** free-to-air commercial television broadcasting service licence with national coverage for the territory of Eswatini.

1.6. Scope of the Licence

The licence to be issued shall enable the successful bidder to undertake the following: -

- 1.6.1. Provide free-to-air commercial television broadcasting services in accordance with the Digital Video Broadcasting-Terrestrial (DVB-T2 EN 300 744) standard or its higher version for free-to-air services, and where necessary Digital Video Broadcasting-Satellite (DVB-S2 EN 300 421) or its higher version to compliment the terrestrial service as a relaying standard to remote areas due to terrain and lack of terrestrial infrastructure, or any other applicable standards set by the Commission from time to time;
- 1.6.2. For purposes of distributing broadcasting services signals, the applicant may utilise available infrastructure or construct, maintain, and operate electronic communications network facilities;
- 1.6.3. Construction, maintenance, and operation of
 - 1.6.3.1. Digital broadcast studio facilities;
 - 1.6.3.2. Digital studio transmitter links;
- 1.6.4. Share infrastructure in accordance with the Electronic Communications (Facilities Sharing) Regulations, 2016.

1.7. Radio Frequency Spectrum Resources

- 1.7.1. If the successful bidder elects to use available signal distribution infrastructure, the bidder will receive authorization from the Commission to use spectrum resources. Additional information on the coverage and technical requirements of the existing signal distribution infrastructure will be provided during a meeting with interested persons on the 9th December 2025 at ESCCOM Offices, at 09:30 hours.
- 1.7.2. If the successful bidder elects to construct its own infrastructure, the bidder will be assigned one (1) UHF television broadcasting channel in the range 470–862 MHz.

2 THE LICENSING PROCESS AND INDICATIVE SCHEDULE

2.1 In considering this ITA, the Commission will adopt a three-stage process:

- **Stage 1: Licence Application.**
- **Stage 2: Application Evaluation.**
- **Stage 3: Licence Grant.**

2.2 The Application process shall be conducted in line with the following indicative timeline.

Activity		Date
Stage 1: License Application Stage	Issue Public Notice (ITA) Inviting Applications	2 December 2025
	Deadline for Submission of Applications	27 January 2026
	ESCCOM Decision on Confidentiality	13 February 2026
Stage 2: Evaluation Stage	Technical evaluation of applications commences	16 February 2026
	Technical evaluation of applications completed	13 March 2026
Stage 3: License Award	Publication of intention to award And call for public comments	18 March 2026
	Issuing of Reasons Document	18 March 2026
	Issuance of Licences to successful applicant	21 April 2026

These dates are subject to due reasons or circumstances beyond the Commission's control.

3 APPLICATION FEES AND OTHER COSTS

3.1 A complete set of Invitation to Apply (ITA) and Application Forms, prepared in English, may be obtained from the ESCCOM offices upon payment of a non-refundable fee of **E25,000.00 (Twenty-Five Thousand Emalangeni)** between **2nd December 2025** and **27th January 2026**.

3.2 The successful bidder shall be expected to pay an Initial License Fee for the free-to-air commercial television broadcast licence, within three (3) months of award of the licence, which is the sum of **E150,000.00 (One Hundred**

and Fifty Thousand Emalangeni).

- 3.1** All payments shall be made through the EFT method, payable to the Eswatini Communication Commission bank account. Applications that have not been paid for in the manner prescribed shall be disqualified. The banking details are as follows;

Account Name: Eswatini Communications Commission

Account Number: 911000236652

Current Type: Current Account

Branch and Code: Mbabane, 660564

Swift Code: SBICSZMX

Reference: Applicant Company Name

The proof of payment should be attached to the application.

- 3.2** The successful bidder shall be required to pay annual licence fees, spectrum license fees, and other applicable charges as stipulated by ESCCOM and set out in the Broadcasting Fee Schedule and Spectrum Pricing Framework, published by the Commission from time to time.

- 3.3** All queries relating to payments must be addressed to:

The Finance Manager

Eswatini Communications Commission

Tel: +268 2406 7000

E-mail: payments@esccom.org.sz

- 3.4** Applicants shall bear all costs incurred in connection with the preparation and submission of the Application, regardless of the outcome of the application.

4 APPLICATION RULES

- 4.1** The language of the Application and any communication in connection herewith shall be English.

- 4.2** The Application must be prepared in accordance with the structure and order as set out in the ITA and Application Forms attached hereto.

4.2.1 The Applicant shall adhere to the numbering sequence set out

herein. Sections of the proposals must be clearly organized, labelled, and pages numbered consecutively for ease of review and reference.

- 4.2.2 Applicant's responses must be provided in the same sequence as the ITA requirements.
- 4.2.3 No section shall be left unanswered. If a requirement is not applicable or if the Applicant has no response, that should be stated with reasons.
- 4.2.4 References to documentation provided in support of the ITA shall have the appropriate page number.
- 4.2.5 Proposals not providing the appropriate page numbers and references will be considered to have no appropriate reference material included for that particular question or statement.
- 4.3 Proposals shall conform to the following format, failing which the applicant shall be disqualified:
 - 4.3.1 The copies of the proposal must be labelled and numbered in a sealed package.
 - 4.3.2 The proposal must be accompanied by an official cover letter on the Applicant's letterhead, stamped and signed by the Applicant's authorized officer, which will be binding to the provisions of this ITA.
 - 4.3.3 The Applicant is responsible for ensuring that the proposal copies are delivered to ESCCOM in good shape and on time.
- 4.4 The ESCCOM Evaluation Committee will evaluate proposals based on the ITA provisions to determine which best meets requirements.
 - 4.4.1 Proposals will be evaluated on the basis of unified selection criteria and weighing techniques.
 - 4.4.2 The evaluation of the Technical Proposal will be an item-by-item comparative analysis of each Applicant's response.
 - 4.4.3 The winning bidder will be determined based on the final score obtained for the entire proposal submitted.

5 APPLICANT'S LEGAL RESPONSIBILITY AND ELIGIBILITY

- 5.1 Applicants must fully comply with ITA's requirements and all rules and regulations of the Kingdom of Eswatini. ESCCOM expects that the Applicants

have full knowledge of the legal environment in Eswatini and all legal frameworks, rules, regulations, and guidelines applicable and amended from time to time. The Applicants shall comply with the laws of Eswatini at all material times. The Applicant shall ensure that it is fully aware of and shall take account within its proposal the impact of compliance with all such laws. This licensing process shall be governed by and construed in accordance with the laws of Eswatini.

- 5.2** An applicant shall submit one proposal only. Applicants who already hold the same licence applied for, or a previously issued license with similar rights, are not eligible to participate in this process.
- 5.3** Applicants must establish that there is no conflict of interest in responding to this ITA with any of their current assignments and undertakings within Eswatini. Non-disclosure of this may result in the disqualification of the Applicant. ESCCOM may ask such Applicants for further clarification.
- 5.4** The Applicant shall be responsible for applying for and obtaining all permits and licenses necessary to provide the services under the licence applied for. The Applicant shall satisfy itself as to the procedures and time frames required for such consents and licences. It is emphasized that the responsibility for identifying and obtaining the consents and licences rests solely with the Applicant.

6 ESCCOM OBLIGATIONS

- 6.1** ESCCOM reserves the right to accept or reject any proposal or reject a part of a specific proposal, or reject all proposals received as a result of this ITA, without any obligation to announce the reason.
- 6.2** The Commission may only amend this invitation prior to the date of submission of applications. Any amendments must be published in the same manner that this ITA has been published.
- 6.3** ESCCOM may, at its sole discretion, suspend the licensing process without being liable to bidders.

7 DISCLOSURE OF PROPOSAL CONTENTS

Technical and Financial information provided in applications will be held in confidence and will not be revealed or discussed with other bidders and third parties. The Application of the successful Applicant, however, becomes part of any contract entered into and together with all other material submitted with the proposal, becomes property of ESCCOM.

An Applicant who shares information contained in their proposal with any ESCCOM's personnel and/ or competing Bidder's personnel will be subject to disqualification.

8 BINDING EFFECT OF THE APPLICATION

The Applications submitted to ESCCOM shall be binding on all the Applicants and shall continue to be binding on the Applicant until the Licensing process is finalized. The Commission may include any commitments made by the Applicant as part of the licensing process in the license issued to the Applicant if its application is successful.

9 APPLICATION STAGES

STAGE I: LICENCE APPLICATION STAGE

- (1) This stage is concerned with the following:
 - 1.11 Completion and submission of the Application Form (Appendix I), including the submission of all the necessary attachments and supporting documents.
 - 1.12 Payment of the Application Fee
- (2) A complete set of Invitation to Apply (ITA) and Application Forms may be viewed and purchased on the submission of written application to the address set out in paragraph 3 hereof, upon payment of the non-refundable fee of **E25, 000.00 (Twenty-Five Thousand Emalangeni)** between **2nd December 2025** and **27th January 2026**, after which no more ITA and Application Forms shall be sold.
- (3) All interested applicants shall be entitled to seek written clarifications or raise any queries as regards the ITA and the Application Forms only during the period before the **27th January 2026**, after which no more queries shall be considered by the Commission. The request for written clarifications shall be addressed to:

The Chief Executive
Eswatini Communications Commission

Plot 11/850, MR103, Ezulwini, Hhohho,
P. O. Box 7811, Mbabane, H100 ESWATINI
E-mail: legal@esccom.org.sz

- (4) All applications shall be submitted to ESCCOM in a sealed envelope or box or other similar facility clearly marked **“Free-to-Air Commercial Television Broadcasting Service Operator Licence – Kingdom of Eswatini”** and addressed to the Chief Executive on the address referred to in paragraph (5) below, on or before **14:00 hours** (local time) on **27th January 2026**. **Any application(s) submitted after 14:00 hours on 27th January 2026 shall be rejected.**

- 4.1 Applicants shall be required to submit **one (1) bound original** copy marked as “ORIGINAL” in a sealed envelope.
- 4.2 An electronic copy of the entire application, including attachments, must be submitted on an accompanying memory stick in a sealed envelope. The Commission may create an alternative Dropbox for purposes of submitting the electronic copy of the entire application, including attachments. In case of any conflict between the electronic copy and the hard copy, the hard copy shall prevail.
- 4.3 The Applicant shall submit as part of the Application an Executive Summary which does not exceed fifteen (15) pages.
- 4.4 The Application documentation (including the Executive Summary but excluding attachments) shall not exceed 100 pages. The authorized representative of the Applicant must sign each page of the Application, the Executive Summary, and the attachments required in terms of the ITA.

PLACE AND DEADLINE FOR SUBMISSION OF APPLICATIONS

- (5) The Application shall be submitted between 09h00 and 14h00, Eswatini time, on or before the submission date. Submissions must be made to:

Chief Executive
Eswatini Communications Commission
Plot 11/850, MR103
Ezulwini
Eswatini

- (6) When receiving the applications, the Commission shall affix on each application the time of receipt and shall provide each applicant with written acknowledgement.
- (7) The applications shall be opened by the Commission on 27th January 2026 after 14h00. The public, other Applicants, and the press may be present at the opening.
- (8) All Applications received late will be rejected and returned to the Applicant unopened.
- (9) The Commission shall conduct an analysis of the applications received to ensure that they meet the formal submission requirements and criteria set out in the ITA. The Commission may disqualify any application that does not comply with the ITA.
- (10) Once the Commission has received and checked all qualifying applications, a list of all qualifying applicants shall be published on the Commission's website.

STAGE 2: EVALUATION OF APPLICATIONS

- (11) This stage of the process is concerned with conducting a detailed review of all the information that has been submitted in the License Application stage. During the evaluation of the applications, the Commission has the right to request any applicant to provide additional information that the Commission considers necessary for the evaluation of the application.

EVALUATION CRITERIA

- (12) The Applications received and confirmed as valid will be evaluated and ranked based on the following criteria:

Criteria	Points
OPERATIONAL EXPERIENCE	20
ECONOMIC AND ENVIRONMENTAL IMPACT	15
MARKET PLAN	10
BUSINESS AND COMMERCIAL PLAN	30
UHF NETWORK, STUDIO AND TECHNICAL PLANS.	25

AMENDMENT AND WITHDRAWAL OF APPLICATIONS

- (13) The Applicant is not entitled to amend the Application, unless otherwise permitted by the Commission. The rules, procedures, and timelines for permitting any amendment of applications must be published by ESCCOM should it allow the same.
- (14) Should an Applicant withdraw its application during this stage, the Applicant shall forfeit the Application Fees.

REQUESTS FOR ADDITIONAL INFORMATION FROM APPLICANTS

- (15) In the evaluation of applications, ESCCOM may, at its sole discretion and with full regard to fairness, transparency, and openness, request the submission of additional information or documents in order for a more thorough evaluation of applications.
- (16) Applicants shall be notified of any such requests for additional information in writing. The submission of additional information shall only be for the purposes of interpretation and shall not give rise to a right to modify an application or any fundamental undertakings by the Applicant.

STAGE 3: LICENCE GRANT

- (17) This stage is concerned with the announcement of the successful applicant and the issuing of the licence to the successful Applicant following the evaluation process carried out in terms of Stage 2.
- (18) This stage includes:
 - 19.1 the announcement of the successful applicant,
 - 19.2 the negotiation and finalisation of licence terms and conditions;
 - 19.3 the award of the licence and
 - 19.4 the publication of reasons for the selection of the successful bidder.
- (19) The Commission will endeavour to determine the successful applicant and issue the licence within four (4) months of the issuing of this ITA.

DISCLAIMER

The information presented in this ITA is furnished solely for the purpose of assisting prospective Applicants in making their own evaluation of the licence application and does not purport to be all-inclusive or to contain all the information that prospective

Applicants may require. Prospective Applicants shall make their own investigations, projections, conclusions and consult their own advisers to verify independently, the information contained in this ITA and to obtain any additional information that they may require, prior to submitting a Proposal. No member of ESCCOM nor their respective advisors and consultants may make any representation or warranty as to the completeness of this ITA nor have they any liability for any representations (expressed or implied) contained in, or omitted from, this ITA.

APPENDIX I: THE APPLICATION FORM

Criteria	Section
EXECUTIVE SUMMARY	Section 1
THE APPLICANT	Section 2
LOCAL PARTICIPATION	Section 3
OPERATIONAL EXPERIENCE	Section 4
ECONOMIC DEVELOPMENT AND ENVIRONMENT	Section 5
MARKET PLAN	Section 6
BUSINESS AND COMMERCIAL PLAN	Section 7
UHF NETWORK, STUDIO AND TECHNICAL PLANS	Section 8
APPLICANT VOLUNTEERED INFORMATION	Section 9

SECTION ONE: EXECUTIVE SUMMARY

Provide an overview of the application, highlighting the distinguishing characteristics aligned with the evaluation criteria. Maximum fifteen (15) pages.

SECTION TWO: THE APPLICANT

1. Provide the full legal name of the Applicant and the following details:
 - 1.1 Telephone number
 - 1.2 E-mail address
 - 1.3 Postal address
 - 1.4 Physical address
2. Provide details of two (2) individuals authorised by the Applicant to respond to communication from the Commission about this Application, in each of the following categories: general and legal, financial, broadcasting and technical:
 - 2.1 Names
 - 2.2 Designation at the Applicant/ Title
 - 2.3 Telephone numbers
 - 2.4 Mobile numbers
 - 2.5 E-mail addresses

2.6 Postal addresses

2.7 Physical addresses

3. Provide details of no more than two (2) individuals duly authorised by the Applicant to respond to communication from the public and press:

3.1 Names

3.2 Designation at the Applicant/ Title

3.3 Telephone numbers

3.4 Mobile numbers

3.5 E-mail addresses

3.6 Postal addresses

3.7 Physical addresses

4. Provide a brief description of the Applicant's legal status and certified copies of all relevant founding documentation in respect of the Applicant.

4.1 a certificate of incorporation, Form J, Form C, alternatively and any other relevant evidence.

5. Provide a brief company profile of the Applicant.

6. Provide a complete and detailed description of the corporate governance structure and ownership of the Applicant, for example, the Board of Directors and other committees, including roles and responsibilities, indicating how such governance body is implemented, and providing any supporting policies and other documentation.

SECTION THREE: LOCAL PARTICIPATION

1. The Applicant should have more than 80% local ownership and should provide evidence of same in the form of company certificates, shareholders certificates, and any other relevant evidence.
2. Provide a list and organogram of shareholders in the Applicant, including, without limitation, direct and indirect ownership and control interests, including, without limitation, voting, financial, governing, and management interests.
3. Provide copies of all formal documentation relating to the Applicant and to persons having direct ownership or control interests in the Applicant. Formal documentation includes, without limitation, shareholders' agreements, annual reports, prospectus, and similar documentation, as applicable.
4. Indicate whether any person(s) is in a position to appoint or veto the appointment of at least

half of the directors of the board of directors or other members of similar governing bodies or in any way to direct or restrain the Applicant on substantial management or other issues.

5. Provide details of any direct or indirect ownership or control interests held by the Applicant or persons who hold a direct or indirect ownership or control interest in the Applicant, in any other broadcasting service licence granted or deemed to have been granted by ESCCOM.
6. Provide any other relevant information regarding the ownership or control of the Applicant.

SECTION FOUR: TRACK RECORD / OPERATIONAL EXPERIENCE

1. Broadcasting and Technical experience:

Provide details of the broadcasting and technical experience of the;

- 1.1 Applicant, and/or
- 1.2 persons having a direct ownership interest in the Applicant.

2. Proposed Management

2.1 Provide a brief description of the proposed operational management.

2.2 Provide details of each member of the Applicant's proposed senior operational management, including the following key areas: broadcasting, financial, technical, marketing, regulatory, human resources, and any other operational areas. Provide the following details: name, date of birth, identity number, address, nationality, gender, occupation and a brief professional background and indication of experience.

2.3 Provide a staffing organisational chart showing proposed operational management and staff posts, indicating the proposed reporting structure.

2.4 Provide a list of any activities that are proposed to be contracted out, if any.

SECTION FIVE: ECONOMIC DEVELOPMENT AND ENVIRONMENT

1. Provide details on the number and nature of jobs created as a result of the Applicant's proposals.

2. Provide details of plans for the participation of

2.1 local independent content producers, talents, service providers, etc.

2.2 small, medium and micro enterprises.

3. Provide details on any other economic development matter, including, without limitation:

3.1 The amount and percentage of local content to be broadcast compared to international

- content; and
- 3.2 Participation of local independent and community content producers, including advertising.
- 4. Provide details of any anticipated positive and negative environmental impact of the Applicant's proposals.

SECTION SIX: MARKET PLAN

1. Market, Sales and Marketing Plan

- 1.1 Market forecast and strategy for the first 5 years;
- 1.2 Situation Analysis of the Eswatini Television Broadcasting Market;
- 1.3 Provide complete details of market studies conducted and market plan;
- 1.4 Provide details of the proposed Television broadcasting sector marketing strategy inclusive of target market and roadmaps;
- 1.5 Comprehensive marketing plan for the first year of operation;
- 1.6 Proposed pricing strategy for advertising and infomercials (rate cards);
- 1.7 Comprehensive sales plan for the first year of operation for all products and services;

2. Service implementation and customer care

- 2.1 Provide details of the Commercial Television broadcasting services to be provided (including details of the type of music and speech broadcast; whether the service broadcasts in any languages other than siSwati; the minimum number of hours of original and locally produced output);
- 2.2 Provide detailed proposed programme schedule;
- 2.3 Provide a proposed draft executive summary of the editorial policy listed in section 37 of the Broadcasting Act, 2023;
- 2.4 The policies listed in section 37 of the Broadcasting Act, 2023 shall be required before a licence is issued to the successful bidder;
- 2.5 Provide details concerning the management and the servicing of the customer base;
- 2.6 Proposed complaint resolution procedures;
- 2.7 Provide details of proposed methodology to meet required quality of service standards.

SECTION SEVEN: BUSINESS AND COMMERCIAL PLAN

1. Financial Plan

When providing any financial information, ensure that the International Financial Reporting Standard (IFRS) is applied and that financial forecasts are made in respect of each year of the first five (5) years of operation.

- I.1 Provide an overview of financial plans, indicating profitability forecasts.
- I.2 Detail the main financial, business, tariffing, and other assumptions underpinning the Applicant's financial plan.
- I.3 Provide detailed *pro forma* financial statements, as follows:
 - 1.3.1 Projected cash flow statements – estimating financing and operating activities;
 - 1.3.2 Projected income statement – estimating annual revenue and expenditure;
 - 1.3.3 Projected annual operating expenses;
- I.4 Provide details on projected debt/equity ratios, interest cover, and related information, if applicable.
- I.5 Provide details of total funding requirements for initial planned operations for five (5) years.
- I.6 Provide a description of and proof of bank facilities or other credit arrangements, for example -
 - Bankers' certificate of the amount of deposits available;
 - Bankers' certificate of the amount of overdraft facilities available;
 - Bankers' certificate of the amount of other credit facilities; or
 - Bank guarantees.
- I.7 Provide a description of proof of any other funding sources.
- I.8 Provide copies of the audited financial statements and auditors' reports thereon for the previous three years, where available.

2. Business and Commercial

- 2.1 Provide a comprehensive business plan for the first five (5) years of operation;
- 2.2 Provide details of proposed business systems and financial control methods/processes that the applicant intends to adopt.

SECTION EIGHT: NETWORK, STUDIO AND TECHNICAL PLANS

1. The studio must be digital including the sound desks, recording systems, compressors, expanders, limiters, gates, and Studio Transmitter Links (STL). The digital STL must be fed by a digital input from a digital sound desk digital output.
2. The design must include profanity delay equipment, which must be clearly shown.
3. Provide details of the proposed initial high-level network architecture or design, including, without limitation, proposed studio and acoustics, proposed transmitter locations, antenna heights, output power and coverage footprints, to be constructed.
4. Provide Network and Studio Redundancy and Disaster Recovery Strategies;
5. Provide Network Operations and Management Strategy, including the descriptions for any system and/or management tools to aid the efficient and high-quality end-to-end provisioning of services;
6. Description of system used for customer care;
7. Frequency Spectrum Requirements
 - 7.1 Provide details of the Applicant's proposed frequency spectrum use.
 - 7.2 Provide evidence that the proposed frequency spectrum is available with reference to the Eswatini frequency band plan.
 - 7.3 Provide details of proposed future spectrum requirements for future expansion of the network.
8. Provide an overview of Applicant's proposed network design, including without limitation, information on the proposed location of equipment, interconnection of studio equipment and connection with transmitter network, redundancy and system flexibility, and provide details regarding the following matters:
 - 8.1 Interconnection of studio equipment;
 - 8.2 Studio Transmitter Links (STL) interconnections;
 - 8.3 Redundancy; and
 - 8.4 System flexibility.
9. Provide details of proposed security and protection of the integrity of the network as well as physical security of the studio production equipment.
10. Provide details of proposed service quality, including, without limitation, network loss, uptime, etc.
11. Provide details of proposed equipment including details of plans for equipment use and evidence of any negotiations to enter into agreements with manufacturers, vendors, suppliers,

etc.

12. Provide details of facilities leasing from other broadcasters and/or telecommunications network operators including plans for such facilities leasing and strategies for ensuring effective negotiations for facilities leasing agreements.
13. Provide details of both population and geographic coverage based on the proposed transmitter network design and provide supporting evidence. Provide details of the expansion of the proposed network design for years one (1) to six (6).
14. Provide a 5-year capital expenditure forecast.

SECTION NINE: APPLICANT VOLUNTEERED INFORMATION

- I. Provide brief details of any other matter which the Applicant considers necessary for the Commission's consideration.

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