Film and Publication Board

Strategic Plan

For the

Fiscal Years

2014/15 – 2019/20

November 2014

MINISTER'S FOREWORD

The Film and Publication Board (FPB) is one of the public entities reporting to the Department and Ministry of Communications, alongside Brand SA, the Independent Communications Authority of South Africa (ICASA), the Media Diversity and Development Agency (MDDA), and the South African Broadcasting Corporation (SABC).

Its mandate is to regulate the production, possession and distribution of films, games and certain publications that fall outside the authority of any self-regulating body, such as the Press Council or Press Ombudsman.

The Constitution of the Republic of South Africa, which is the supreme law governing all activities by citizens, the Executive, as well as the public and private sectors. It is therefore essential that in the performance of its mandate, the FPB ALWAYS takes into account the Bill of Rights which, amongst others, protects the rights to Life, Human Dignity, Privacy, Personal Security, Freedom of Expression, as well as the Rights of Children as contained in Section 28 of the Constitution. The FPB, along with all other government departments and public entities, has a duty to uphold these and other Constitutional Rights.

I acknowledge that the FPB operates in a rapidly changing environment where content distribution is moving from traditional physical platforms to online platforms. This proliferation of digital content presents a challenge not only to the FPB, but to society as a whole. It is against this background that the Department will provide all the necessary support and resources within its means, to ensure that this important public service is effectively provided. The Ministry has started initiatives to ensure that all entities within its authority work together and create synergies in the manner in which they deliver their respective mandates. Such cooperation also finds expression in this strategy document, which is paramount in ensuring that clear performance targets are set, and monitoring mechanisms are clearly defined.

In conclusion, we should all play a part in the protection of children, as is provided for in the Films and Publications Act, and various other pieces of legislation, such the Child Protection Act and the Criminal Procedure Act, to name but a few., I therefore wish the FPB everything of the best in implementing its strategy over the next five years.

Ms. Faith Muthambi, MP

Minister of Communications

Chairperson's Foreword

The Film and Publication Board (FPB) is a public entity established in terms of the Films and Publications Act, Act No 65 of 1996, as amended, and reports to the new Department of Communications (DoC) as its Executive Authority. Previously the FPB reported to the Department of Home Affairs. However following the restructuring of administrative arrangements immediately after the general elections held in may 2014, we now have a new Executive Authority.

The Constitution of the Republic of South Africa is the bedrock on which the FPB's mandate is based. Other than the Films and Publications Act, as amended, the Constitution is the foremost guiding legislation, especially Chapter 2, The Bill of Rights.

In delivering our mandate, the Constitutional Rights to EQUALITY, HUMAN DIGNITY, LIFE, PRIVACY and PERSONAL SECURITY are paramount. We are also called upon to ensure that we uphold the Rights of Children listed in section 28 of the Constitution.

However, we do have a duty to balance the above rights against other fundamental rights, in particular the Rights to Freedom of Expression, Trade, Occupation and Profession, which often come into conflict with our mandate and legislation if exercised recklessly by industry, as they tend to put more emphasis on profits rather than responsible trading which also contributes to nation-building.

We continue to grow our reach across the landscape of the country through focused, customized public education and awareness campaigns. This had contributed in putting the FPB in the hearts and minds of South Africans and by extension, public awareness about the role and importance of age-appropriate classification of materials.

VISION, MISSION AND VALUES

The FPB's vision is to be a leading, credible and visible content classification authority

Our stated mission is to provide an effective and efficient consumer protection service, especially the protection of children, which we achieve through content classification, public education and stakeholder partnerships.

Through our strategy we promote the values of accountability, fairness, integrity, transparency and professionalism. These values guide and permeate everything we do.

MANDATE

The FPB's mandate is to regulate the distribution of films, games and certain publications in the country. Our key focus area is the protection of children against premature exposure to adult experiences and harmful materials, particularly films, games and publications. Furthermore, the Act makes the use of children in pornography a punishable criminal offence. Therefore, most of our outreach and public education campaigns focus on encouraging adults to take responsible messaging to members of the public centre around the responsible viewing, gaming and reading choices. We encourage parents and adults in

general to exercise extra care when dealing with children. We also do compliance monitoring, focusing on both physical and online distribution platforms. The newest and most complex aspect of our work is no doubt the proliferation of online, digital distribution platforms, we force us to constantly review and improve the way we do our work. This also necessitates the development and acquisition of new technologies, in order to stay ahead of the game in this ever-changing environment. Our strategy seeks to enable to achieve that as well as improve on efficiencies.

STAKEHOLDER RELATIONS AND PARTNERSHIPS

Given the limited resources at our disposal and the demanding nature of our mandate, the FPB constantly enters into partnerships with relevant industry and societal bodies in order to tap into available resources and expertise in specific areas. Recently, through our incorporation into the Department of Communications, we now have access to public broadcasting services through the South African Broadcasting Corporation (SABC), a vast communication network and infrastructure through the Media Diversity and Development Agency (MDDA), as well as regulatory expertise from the Independent Communications Authority of South Africa (ICASA).These entities are very key to our mandate and our strategy makes it clear what the relevant areas of engagement and impact would be.

CONCLUSION

In conclusion, we aim to build onto the success of the past in continually growing the FPB brand and ensuring that it remains relevant in the hearts and minds of members of our society. We are also confident that under the political leadership of the Ministry of Communications, we will reach an even broader spectrum of our society.

May 2015 see a bolder, more creative and innovative FPB, which continues to pioneer the regulation of film, gaming and print industries by ensuring a shared ethos of responsible and ethical content distribution.

Mrs TNF Mpumlwana

Chairperson of the Film and Publication Board Council

It is hereby certified that this strategic plan:

- Was developed by the Council and management of the Film and Publication Board under the guidance of the Minister of Communications, Ms F Muthambi.
- It takes into account all the relevant policies, legislation, and other mandates for which the Film and Publication Board is responsible.
- It accurately reflects the strategic outcome oriented goals and objectives which the Film and Publication Board will endeavour to achieve over the period 2014/15 – 2019/20.

Ms Palesa Kadi: (Shared Services Executive)　　　_____

Mr T Matabane: (Acting Chief Financial Officer)　　　_____

Mr TP Wakashe　　　(Chief Executive Officer)　　　_____

Ms NTF Mpumlwana (Chairperson – FPB Council)　　　_____

Ms F Muthambi　(Minister of Communications)　　　_____

Table of Contents

1   Definitions Abbreviations and Acronyms

1.1   Definitions:

Key performance indicators: Indicators are quantitative/qualitative statements or measured/observed parameters that can be used to describe performance and measure changes or trends over time. Abbreviated to KPI.

Programme: A collection of projects that together achieve a beneficial change for an organisation.

Projects: Temporary structures designed to achieve certain specific objectives within a given budget and organisation, and within a specific period of time.

Strategic initiatives: Broad actions undertaken by an organisation to achieve its objectives.

Strategic objectives: Organisational intentions geared towards responding to the FPB's various challenges, aspirations and mandate.

Strategic outcomes: Results generated through the implementation of programmes, corresponding to strategic objectives.

Strategies: Elements that are unlikely to change even over a long period of time, except due to some sort of major external disruption (e.g. Cabinet decides that there will only be one regulator for multimedia content in South Africa) and define the key pillars of the Film and Publication Board's(FPB's) business.

1.2 Abbreviations and Acronyms:

BCCSA - The Broadcasting Complaints Commission of South Africa

CCMA -Commission for Conciliation, Mediation and Arbitration

DOC - Department of Communications

DHA - Department of Home Affairs

EA - Executive Authority

ECHOTL - Eastern Cape House of Traditional Leaders

ESRB -The Entertainment Software Rating Board

FPGs - Films, Publications and Games

FPB - Film and Publication Board

GCIS – Government Communications and Information System

HR - Human Resources

ICASA - The Independent Communications Authority of South Africa

IT - Information Technology

ICT - Information and Communications Technology

INHOPE - International Association of Internet Hotlines

KPI - Key Performance Indicator

MoU - Memorandum of Understanding

NDP – National Development Plan

NHOTL – National House of Traditional Leaders

NPA - National Prosecuting Authority

PEGI - Pan European Game Information

PFMA - Public Finance Management Act

SABC – South African Broadcasting Corporation

SAFACT - South African Federation against Copyright Theft

SAPS - South African Police Service

SARS - South African Revenue Service

SO - Strategic Outcome

SOP – Standard Operating Procedure

2   Introduction

The Film and Publication Board (FPB) is a Schedule 3A public entity in terms of the PFMA and it derives its mandate from the Films and Publications Act, Act No 65 of 1996, amended in 2004 and 2009. The Act is the enabling legislative framework and thus outlines the objects, key functions, powers and duties as conferred to the Board. The FPB is required to submit, a proposed strategic plan to the Executive Authority annually.

This document is the FPB's five-year strategic plan for the years 2014/15 to 2018/20. It is a culmination of a series of strategy review sessions conducted by the Executive Authority, Council and management.

The FPB has assessed its performance in relation to the targets set, the budget allocation received and the demand of the industry together with government imperatives. As a result, the priorities of the Authority have been revisited in line with the NDP.

The review process also took cognisance of the strategic context within which the FPB operates; the relevance of and responsiveness to the needs of the industry and the public.

The core driver of this strategy is to focus on the affirmation of the FPB's regulatory role within a democratic context, FPB's elevation of ICT as a significant pillar for online regulation, meeting the demands of technological advancement in South Africa and internationally and finally an approach towards a 'high impact, high visibility' organizational communication on the mandate of the FPB.

This Strategic Plan provides a revised blueprint for the FPB to carry out its mandated objectives, in the context of a national plan of work informed by priorities identified in the MTSF.

As such, this plan provides a broad overview of the strategic direction the FPB is taking and more specifically, the high level review and repositioning of the FPB's strategic direction, priorities and the delivery of "game changing" high impact projects over the performance over the 2015/16 financial year and consolidated interventions for the 2015/16 to 2019/20 financial years.

This includes more emphasis in endorsing the role of the FPB as an authority in classification, the less regulatory character yet enforcer of guidelines and broader constitutional mandate.

This strategy includes an affirmation of the vision and mission of the FPB and at its core are identified and agreed upon strategic outcomes, objectives, multi-year projections of programmes and initiatives. These are identified within higher levels of predictability through trends analysis, however not oblivious to emerging opportunities and techonologically demanding context in the sector which the FPB operates. The FPBs Medium Term Plan for 2014-2016 contains the detailed operational information and budgetary provisions to support performance targets. The organisation remains committed to its vision and value system, and will ensure that performance measures to demonstrate excellence, institutional accountability and on-going transformation remain in place.

Part A: Strategic Overview

2.1 FPB Mandate

Derived from the Films and Publications Act 65 of 1996 as amended in 2004 and 2009, the FPB is mandated to regulate the: **(1)** the creation, production, possession, and distribution of certain publications and certain films by means of classification, **(2)** the imposition of age restrictions, and giving of consumer advice; **(3)** and make exploitative use of children in pornographic publications, films, or on the internet punishable. Therefore the **Mandate of the FPB can be summarized as follows:**

(i)   Regulate the creation, production, possession and distribution of films, games   and certain   publications by way of classification,

(ii) Protect children from exposure to disturbing and harmful material and from premature exposure to adult material,

(iii) Render the use of children in and exposure of children to pornography a punishable offence.

2.2   FPB Vision

 "A Leading and Credible Content Classification Authority in South Africa"

2.3   FPB Mission

To ensure efficient and effective consumer protection by classifying media and entertainment content, while empowering the public, especially children through education, information and stakeholder partnerships.

2.4   Five Key priorities for the next five years

1) Leading edge in Classification of content – technology driven
2) Informing and educating society to empower adults and protect children against harmful content – people centred
3) Legislative review – legal driven
4) Develop and maintain local and international partnerships – people centred
5) Research, Compliance and Monitoring & Evaluation – forecasting/futuristic

2.5   Principles central to the FPB Regulation

1) Protection of children from early exposure to adult material and use in child pornography productions – child pornography punishable by law
2) Provide consumer advice on media content – 'we inform, you choose'

3) Provide designated areas for distribution of adult material (pornography)

2.6 FPB Values

The FPB embraces the *Batho Pele* (*People First*) principles of government as the core values of the organisation to be observed at all times and demonstrated by all employees in all its engagements with both internal and external stakeholders. The following principles are key determinants which are meant to enable effective accomplishment of the FPB's vision and mission:

The FPB Strategy intends to promote the following values;

1) Accountability
2) Fairness
3) Integrity
4) Transparency
5) Professionalism

2.7 Legislative and other mandates

2.7.1 Constitutional mandates

The FPB does not have any direct constitutional mandates. The FPB is a classification body, a regulator and a quasi-judicial body because it licenses, regulates, adjudicates and issues sanctions .

However, the FPB carries out its work with due regard for the rights as contained in the Constitution of the Republic of South Africa, which recognises and protects the rights of every citizen, thereby ensuring an open and democratic society.

Of particular importance are the clauses found in Sections 16, 28, 32 and 36 of the Constitution of the Republic of South Africa, Act No 108 of 1996, which stipulate that everyone has the right to freedom of expression.

This includes freedom of the press and other media, artistic creativity and the freedom to receive or impart information or ideas, the right to have access to information, right to human dignity and the right to freedom of choice.

Despite the freedoms contained in the constitution, the democratic dispensation also saw it fit to put in place specific legislative enactments that would limit issues such as hate speech, depiction of sexual conduct, and violation of human dignity, inciting of violence, and advocates for propaganda for war.   These limitations can be found in numerous pieces of

legislation since 1994 notably in the Equality Act, and more specifically, the Films and Publications Act 16 of 1996 as amended.

Section 28 of the Constitution guarantees every child to be protected from any degradation, abuse, exposure to harmful materials or exposure to child pornography and that the child's best interests are of paramount importance in every matter concerning the child.

2.7.2   Legislative mandates

The Film and Publication Board, an entity established in terms of Section 3 of the Films and Publications Act No 65 of 1996, plays an important role in society in relation to the abovementioned rights. It is an important instrument through which the State facilitates choices for citizens so that they are able to exercise their constitutional rights in an informed manner. In terms of Sections 1(a) and (b) of the Films and Publications Act, the objects of the Act are;

(a) To regulate the creation, production, possession and distribution of certain publications and certain films by means of classification,

(b) The imposition of age restrictions and the giving of consumer advice, due regard being in particular to the protection of children against sexual exploitation or degradation in publications, films and on the Internet.

(c) To make the exploitative use of children in pornographic publications, films or on the Internet, punishable.

The FPB Act is the enabling legislative framework and thus outlines the key functions, powers and duties as conferred to the Board.

As a credible content classifier, the FPB is to this end responsible for executing activities and initiatives aimed at successfully monitoring the creation, production, distribution and possession, through classification of the content of films, publications, interactive games and premises of legal adult entertainment. To ensure the objectives of the act are carried out successfully, the FPB is therefore responsible for developing policies, procedures and processes.

In its pursuit of key outcomes and objectives, the FPB is further tasked with the protection of children and empowerment of adults against exploitative and harmful material, and thus plays a key leadership role in implementing anti-child pornography campaigns. The FPB therefore contributes towards the implementation of the national crime prevention strategy through the provision of technical support to law enforcement agencies and other crime fighting agencies, albeit as part of a multi sectoral strategic approach. This reinforces the notion of improving partnership protocols and relations within the justice cluster.

As the authority in classification, the organisation operates in an environment that is largely influenced by rapid technological innovations in media communications channels and proliferation of a variety of media platforms. In the previous financial year, the FPB conducted a legislative gap analysis which highlighted a number of shortcomings in the FPB legislation directly impacting on the effective discharge of the mandate by the institution.

Challenges lie largely with enforcement where there is non-compliance as well as limitations on the technology platforms, the content of which is to be regulated. One of the key programmes of this strategy is the legislative review process, which will ultimately lead to an enhanced legislative framework for the organisation. The legislative review will focus on empowering the FPB to institute penalties in the event of non-compliance. Further, it will ensure that the legislation and technology are neutral in ensuring that the legislation remains relevant, despite changes in technology.

2.7.3   Policy mandates

There is no policy mandate beyond as the FPB is an implementing entity for the Communications.

3   Situational Analysis

FPB has taken great strides to respond to the new content distribution environment since adoption of the current vision and mission by Council as embodied in the current strategic plan. Furthermore, the institution has done extensive knowledge gathering on the current trends in the industry, to allow implementation of the necessary measures that would assist in the implementation of the institutional mandate.

Transfer from Home Affairs to Communications

The transfer of powers and functions from the Department of Home Affairs to the Department of Communications has brought with it significant opportunity for alignment with institutions with mandates similar to that of the FPB. The FPB took this as an opportunity to relook the policy priorities and scope of alignment with the Department of Communications. This call for realignment was further emphasized through engagements held between the Minister of Communications and FPB Council. Some of the alignment areas are reflected on the document titled the National Communications Framework'' which outlines some key discussion points pertaining to responsibilities and commitments of the DoC towards Communications in the country.

These were presented in the following manner:

1)   The role of the DoC to evolve from coordination to providing direction, with the necessary authority remains critical;

2)   Existing communication on policy guidelines need to be converted to an enforceable national communications policy by the DoC for its entities to implement;

3)   The DoC will lead and manage government campaigns across the broadest spectrum of communication platforms;

4) Provide Strategic Leadership and Vision for the transformation and development of the Media Industry and Sector.

The FPB is presented with the following three contextual areas for its strategic review;

1) Priority areas for DoC alignment,
2) Long term strategy review and alignment,
3) Broader international cooperation and intergovernmental synergies.

In fulfilling the constitutional and the legislative mandate the FPB vision has been reaffirmed as a media content regulator in South Africa. The institution now is in an ideal portfolio to actively advocate for seamless and integrated content classification with other regulators that deal with content that FPB is prohibited from classifying.

Online Content Regulation

The need to improve online content regulation in the country has continued to be a major concern for the FPB as content distribution continues to migrate from traditional platforms such as Cinemas and DVDs. According to research conducted by the FPB, there has been a steady increase of distributors moving to online distribution but the major impediment to current growth of the sector is the cost of downloading material by consumers. FPB is in the process of ensuring that we set up systems that can ensure that content is suitably categorised to ensure consumer advice and prevent exposure of inappropriate material to children and sensitive consumers. It is important for us as the regulator, as well as the country to be ahead of technological changes, thus necessitating investment in technology and institutional arrangement to mount an adequate response to these changes.

 Through various research initiatives an observation was made that the implementation of the mandate is currently limited to physical or tangible forms and as such a wider application with online bias is necessary for encompassing all non-physical media of transmission and platforms for distribution. Online content regulation has been identified as a major priority by the FPB Council, and policies and strategies have already been put in place. Moving forward with this strategy, major focus will be placed on acquiring the necessary tools and human resources to adequately respond to the changes in the sector.

Cybersafety

Although the FPB programmes have been widened to include cyber safety, there have been many challenges that have inhibited progress in this regard, and children continue to be exposed to danger on these platforms. This has led to the need for a special focus on ICT and the regulatory tools that could be adopted to firstly educate children on responsible use of ICTs, secondly adopt infrastructure that can assist in tracing in tracing child abuse images online.

To this end, the FPB has entered into partnerships with Child protection agencies such as Childline to assist with awareness programmes as well as counselling of victims who have been used in production of child pornography or have been exposed to such images.

The clandestine nature of child pornography also makes it very difficult for the general public to cooperate with FPB and other law enforcement agencies in reporting and taking action on these horrendous crimes against children. This has necessitated extensive cybersafety awareness campaign to firstly educate members of the public about this

phenomenon and the impact it has on the children who are used in the creation of the images. FPB further uses these outreach activities as a mechanism to educate members of the public about the role of the FPB and the impact it has on society.

Public Awareness

The FPB continues to roll out consumer surveys across the country to review public views on FPB classification ratings. According to internal FPB surveys in 2014 assessing levels of convergence between societal values and norms and the ratings provided by the FPB, a 73% convergence has been noted, and it is the intention of FPB to ensure that the gap between the public perceptions of the FPB rating and the actual FPB rates / classification decision is narrowed, whilst being mindful that this gap may never be completely eliminated.

The last two financial year cycles also ushered   the implementation of the reviewed FPB Classification Guidelines as an essential tool in the regulatory role of the FPB as they guide classifiers in reaching the appropriate classification decisions. These guidelines were a product of qualitative and quantitative research as well as consultation with industry players and members of the public. A number of inputs were received on the categories and labelling of material with FPB classification decisions, however no major change were effected to the ratings, however the FPB needs to look at a consumer-friendly labelling system. The consultative process for reviewing the guidelines brought to bear the public misunderstanding regarding which platforms the FPB is regulating, largely due to the fact that broadcasters, as well as publications that fall under the Press Ombudsman have self-regulatory tools for classifying and reviewing the suitability of material.

However, a unified, consistent approach is necessary in this regard to ensure alignment on content regulation throughout the country. It has therefore become imperative that the FPB should champion the cause for a single classification system in the country, across all platforms, as part of the Content Regulatory Framework.

Content Classification

Classification capacity continues to be a challenge and with the various platforms being launched in this financial year, the FPB would do well to ensure that capacity is enhanced in all spheres for a rapid turnaround on classification; especially as it is sometimes tied to a global release of certain titles of FPGs.

An assessment of trends in institutions charged with classification of content, confirmed that generally all content regulators in the country have internal mechanisms to classify content, and in certain cases they use modified FPB guidelines, including their own complaint-handling systems and additional measures to ensure the protection of various audience cohorts from exposure to inappropriate content.

The FPB has placed special emphasis on curbing illegal distribution and non-compliance by distributors, partnering with law enforcement institutions where necessary. Over 500 000 illegal FPGs were confiscated and destroyed in the past three years and perpetrators referred to law enforcement agencies for further handling.

Capacity and Capability

The FPB is guided by a Council, which provides strategic direction in line with the requirements of the Films and Publications Act of 65 of 1996, as amended, with relevant committees (Audit and Risk, HR and remuneration, and Operations and ICT) and complies with the National Treasury Risk Management Framework.

Furthermore, it also has in place fraud prevention and a business continuity plan and seeks to be fully compliant on governance issues in line with King III requirements. The key FPB processes are mainly manual and paper based, and the organisation needs to move to a substantial paperless business environment moved from paper to electronics. The FPB has started the process of automating some of its processes and focus into the future will be on integration of all the systems to ensure a seamless organisation.

Whilst the FPBs strategic goals remain based on the key Government priorities it is unlikely to achieve all of these objectives in the future if its funding allocation is not increased. Its needs to attract more funding, in order to grow responsibly, meet its objectives and assure financial viability, good governance and risk management within the organisation.

The organisation has done a great deal in ensuring that effective controls are put in place for transparency and accountability on the public funds it is responsible for. The FPB is mainly funded from a government grant and regulation fees, has received an unqualified audit report for the past three years.

4   Performance environment

In essence the FPB services three industries - films, games and publications. Significant technological advancements are evident in all three industries. The capacity and capability of the FPB needs to reflect on these changes in order to better position it to efficiently regulate this growing and technologically advanced industry.

In terms of section 97 of the Constitution, on the 15 July 2014, the President of the Republic of South Africa made a proclamation on the transfer of administration and powers and functions entrusted by legislation to certain cabinet members.

This brought various changes in the FPB's reporting context which was initially with the Department of Home Affairs and now situated at the Department of Communications. Furthermore, major streamlining of the FPBs strategic purpose and alignment of strategic outcomes became a critical requirement leading to the FPB strategic review.

The main elements of this review therefore focus on the affirmation of the FPB's regulatory role within a democratic context, FPB's elevation of ICT as a significant pillar for online

regulation, meeting the demands of technological advancement in South Africa and internationally and finally an approach towards a ' high impact, high visibility' organizational communication on the mandate of the FPB.

The FPB legislative framework needs to also be updated to match the changes in the environment. More than ever, there is a greater need to educate parents, teachers and children in order to reinforce protection of children from harmful exposure to inappropriate content, and in particular, in terms of the Internet. Significant challenges over the five-year period for the FPB include:

1) Inadequate research and industry-specific expertise

2) Proliferation of content on various platforms (local and international), accessible to South African citizens, especially online and an Increase of illegal content

3) Cyber-safety as it relates to children and Regulation of new media and online platforms

4) Increased emphasis on governance and compliance

5) Diversification of funding sources to meet an expanding mandate

6) Buy-in of certain industry players on legislative review and amendments

7) Absence of a monitoring and evaluation system to monitor and measure the impact on the work of the FPB

The FPB has established working informal partnerships with Government departments such as the Department of Education, Department of Social Development, and Minister in The Presidency responsible for Women, South African Revenue Services and the South African Police Services. Working partnerships also extend to other institutions such as the National Film and Video Foundation, the Gauteng Film Commission, South African Broadcasting Corporation, Johannesburg City Parks, Google SA and various Non-Governmental Organizations.

5   Organisational environment

*5.*1 Organisational Structure

The FPB Council has recently approved a turnaround strategy and proposed structure as follows:

FPB's Organisational environment
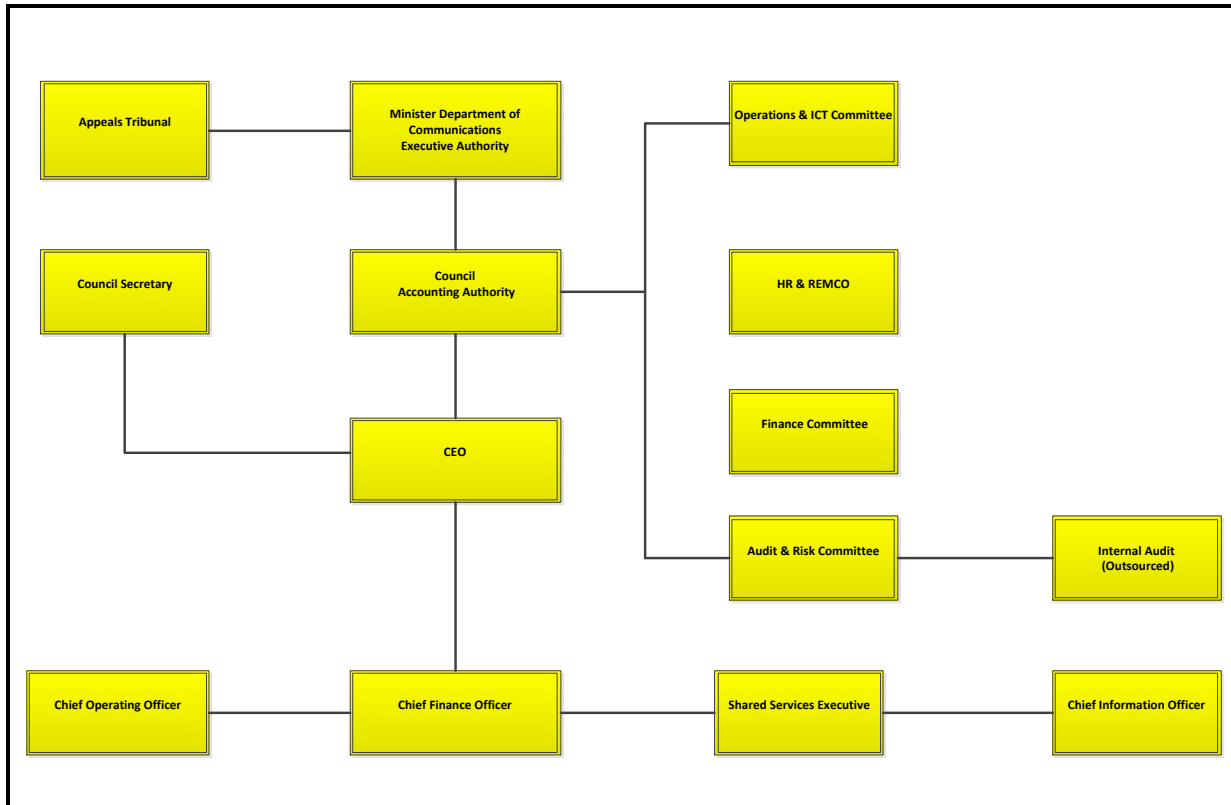
5.2 Description of the strategic planning process

The FPB has updated its five year strategic plan. This annual update is done by taking into consideration several inputs; a scan of important developments in the internal and external environment, an updated analysis of perceived strengths, weaknesses, opportunities and threats (SWOT), and engagement with internal and external stakeholders.

To link each stage of planning, budgeting, implementation, reporting and monitoring and evaluation cycle, the FPB has followed the National Treasury framework for Strategic Plans and Annual Performance Plans.

This strategic plan has drawn strategically important outcomes orientated goals and objectives against which Council and Management can be measured on by the Executive Authority and Parliament. Several planning sessions were held between Council and the Management of the FPB to seek alignment on processes and plans of implementing the FPB mandate. Further consultation took place between the Executive Authority and the FPB Council for overall support and buy in.

6 Strategic Outcomes

6.1 FPB 5 Year Priorities – 2014/2015 - 2019/2020

In order to strengthen its role as the classification authority in South Africa, it is proposed that in the next five years, the Film and Publication Board focuses on the following factors:

1) **Strengthening of partnerships in ensuring that society access classified information, which provides clear consumer advice;**

2) **Researching and benchmarking measures to explore and in order to improve operations;**

3) **In enhancing the effectiveness of the organization, the FPB will have to focus on;**

4) **Forging partnerships with content developers and gaming developers in order to improve the classification of games and content.**

Within the context set above, the purpose of the strategy is to guide in a coordinated and integrated manner, the FPB's internal and external communication processes with an aim of improving the organisations performance through relationship building, image enhancement, management and distribution of information in a manner that enhances the FPB service delivery and legislative mandate.

The FPB has reviewed its strategic priorities into the following thematic areas;

NO.	PRIORITY THEMATIC AREA	SUB THEMES	STRATEGIC OUTCOME NO.
1	Research, Compliance , Monitoring & Evaluation	Inform future priorities , current decision making and opportunities	Staregic Outcome One
2	High Impact, High Visibility Communications	Consumer education , outreach to build active citizenry , empower adults and protect children	Strategic Outcome Two
3	Resourcing and Financing Plans	Institutional Reform and new revenue streams	Strategic Outcome Three
4	Policy and Legislative Review and Alignment	Set global best practice and national priorities , technologically adaptable legislative regime	Strategic Outcome Four
5	Technology Driven Content classification	Building an innovative and capacitated organisation	
6	Regional, Continental and International Partnerships	Optimise outcomes and integrated regulation of the web, International Partnerships and National Cooperation	Strategic Outcome Five

*All these contextual areas of operation presents high demand and capacity requirement for ICT development.

The five FPB Strategic Outcomes for 2015/16 – 2019/2020 planning years are the following;

Strategic Outcome #	Strategic Outcome Description
SO 1	Effective and visible monitoring of industry throughout the entire value chain (content creators, producers and distributors of FPGs) for the protection of consumers and primarily children and adults through information.
SO 2	Informed consumers, general members of the public and industry about the mandate, programmes and operations of the FPB.
SO 3	Effective and efficient and Sustainable management of FPB operations.
SO 4	Effective and innovative regulation of the content distributed on online, mobile and related platforms for the protection of children, youth and adults through information.
SO 5	Expansion FPB foot print and qualitative impact through effective partnerships and stakeholder relationships in pursuance of our mandate.

6.2   STRATEGIC OUTCOME 1: INDUSTRY COMPLIANCE

Strategic Outcome Oriented Goal 1	Effective and visible monitoring of industry throughout the entire value chain (content creators, producers and distributors of FPGs) for the protection of children and adults through information.
Goal Statements	(i) Create an enabling environment conducive to the speedy and appropriate classification of content of FPGs. (ii) Roll out industry monitoring initiatives to ensure increased regulatory awareness and compliance by industry. (iii) Partner with industry, enforcement agencies, other regulators and relevant stakeholders locally and abroad to ensure regulatory effectiveness and efficiency
Programme	Industry compliance.

This programme encompasses the core of the FPB's legislated mandate – namely, registration, classification, and compliance monitoring. It focuses in particular, on the FPB's direct relationship with the industry and the South African law enforcement agencies and other regulators within the media and entertainment space. This includes both the 'traditional physical and online distribution platforms for   films, games and publications.. The traditional physical content distribution platforms, include, cinemas, various retailers of videos, DVDs and games rental stores, as well as publishers of various printed materials.

The new-media platforms include distribution of content through mobile phones, Internet, and various social-media networks. This programme also seeks to bridge the gap between

the FPB's application of classification guidelines and the public's own perceptions and understanding of the suitability of ratings.

The programme has the following three strategic objectives:

1) **Strategic Objective One:** Implement a content regulation framework that ensures 100% classification and labelling of classifiable material submitted, whilst ensuring 75% alignment between FPB classification decisions and societal norms and values by 2017.

2) **Strategic Objective Two:** Implement relevant initiatives geared towards ensuring at least 75% industry compliance throughout the value chain (creation, production, distribution, and possession) by 2017. (COO TO REVISE)

3) **Strategic Objective Three:** Form and maintain national and international partnerships with key stakeholders, other regulators and law enforcement agencies for improved regulation.

SO1	Industry Compliance
Strategic Objective	Implement a content regulation framework that ensures 100% classification and labelling of classifiable material submitted, whilst ensuring continuous evaluation of norms and values in relation to FPB rating to ensure broad alignment between FPB classification decisions and societal norms and values.
Baseline	(i) Classification of at least 97% of classifiable material submitted to FPB annually (ii) Amended legislation to regulate FPGs (iii) 74% alignment between FPB classification decisions and societal norms and values
Resource Considerations	The above programme requires a minimum of the following resources: (i) An adequate database of trained classifiers (at least 40) (ii) Gamers (at least 10) (iii) A fully constituted Appeals Tribunal (at least 9) (iv) Administrative staff as per the revised turnaround organisational structure. (v) Implementation of call centre and customer relations management as per approved turnaround strategy (vi) Relevant ICT systems and SOPs (vii) Research capacity to conduct convergence surveys
Risk Description	(i) Inappropriate regulation framework (ii) Inappropriate classification and regulation of content of FPGs (iii) Inability to classify and label submitted FPGs
Contributing Factors	(i) Insufficient capacity (classifiers, systems) (ii) Inappropriate / inadequate guidelines and legislation (iii) Inappropriate / inadequate implementation of guidelines and legislation (iv) Failure to effectively manage and control use of FPB brand (v) Lack of industry understanding and knowledge
Risk Mitigation	(i) International benchmarking and public consultations on classification guidelines.

	(ii) Compliance matrix
	(iii) SOPs
	(iv) Co-regulation and partnerships to enhance capacity
	(v) Classification quality assurance process
	(vi) Annual gap analysis on legislation and guidelines and Formal process to identify gaps in legislation.
	(vii) Registration of FPB logo as registered trademark
	(viii) Training of classifiers
	(ix) Participation in industry-related conferences and activities
Strategic Initiatives	(i) To implement a Content classification and labelling (including industry regulation model and content labelling and verification) initiative.
	(ii) To review and gazette classification guidelines.
	(iii) To develop and implement a games classification system.
	(iv) To continuously evaluate the convergence of societal norms and values to FPB classification ratings.
	(v) To review the Films and Publications Act to appropriately regulate the FPG industries.

SO1	Industry Compliance
Strategic Objective 2	To implement relevant initiatives geared towards ensuring at least 75% industry compliance throughout the value chain (i.e. identified creators, producers, and distributors) by 2017.
Baseline	Implementation of enforcement initiatives as follows:
	(i) Identification of 2500 non-compliant distributors
	(ii) Conduct 24 raids annually with law enforcement agencies, accross the country, to enforce compliance with the Act
	(iii) Online compliance monitoring to ensure compliance and registration of 2500 online distributors
	(iv) Identification and referal to SAPS of child pornography and child exploitation cases through INHOPE membership and fpbprochild website
	(v) Targeted inspection of 6500 of the existing registered distributors to ensure compliance with the Act.
Resource Considerations	Human Resources:
	(i) Compliance monitors (at least 15 – online and physical)
	(ii) Reporting facility (child pornography)
	(iii) Partnerships
Risk Description	(i) Failure to ensure effective monitoring of industry
	(ii) Failure to ensure industry compliance with applicable laws (Films and Publications Act)
	(iii) Fraud and corruption
Contributing Factors	(i) Inadequate awareness on the regulatory role of the FPB by industry players
	(ii) Inadequate capacity (staff and systems)
	(iii) Collusion amongst FPB staff with external agencies
	(iv) Inadequate supervision and monitoring
	(v) Insufficient regulatory powers to ensure effective monitoring
Risk Mitigation	(i) Fraud prevention plan

	(ii) SOPs
	(iii) Independent reviews and industry audits
	(iv) Partnerships with relevant regulators and law enforcement agencies and industry bodies
Strategic Initiatives	**(i) Implement initiatives geared towards distributor identification and registration**
	(ii) Conduct compliance inspections and industry audits
	(iii) Implement initiatives to ensure cyber-safety / child online protection

SO1	Industry Compliance
Strategic Objective 3	To form and maintain national and international partnerships with identified key stakeholders, other regulators, industry players and law enforcement agencies for improved regulation (effectiveness, resourcing and enforcement).
Baseline	(i) Formalised partnerships with the following organisations: SAFACT, INHOPE, World Vision, ECHOTL
	(ii) Informal but cooperative relationships with SAPS, SARS, DOC, ICASA, BCCSA
	(iii) Benchmarking and alignment with international regulatory and industry bodies - PEGI, ESRB, INHOPE
Resource Considerations	(i) Dedicated partnerships unit
	(ii) Resources to monitor / implement agreements with different agencies
Risk Description	Ineffective partnership programme implementation.
Contributing Factors	(i) Inability to attract and verify credible partners
	(ii) Inadequate management of existing partnerships
	(iii) Reluctance of relevant partners to formalise partnerships
	(iv) Inadequate resources to partner with desired partners
Risk Mitigation	(i) Partnerships and sponsorship policy
	(ii) Allocation of dedicated budget for strategic partnerships
	(iii) Develop and Implement stakeholder strategy
	(iv) Regulator's forum
	(v) Sign Moues
Strategic Initiatives	(i) To develop and implement strategic partnerships and stakeholder relations strategy.
	(ii) To establish regional (SADC) partnerships and ensure regulatory alignment.
	(iii) To pursue international regulatory alignment.

6.2 STRATEGIC OUTCOME 2: PUBLIC AWARENESS AND CONSUMER EDUCATION

Strategic Outcome Oriented Goal 2	**Consumers, general members of the public and industry informed about the mandate of the FPB.**
Goal Statement	Rollout public awareness campaigns in order to inform consumers and motivate the general public to cooperate with the FPB in combating transgressions against the law and ensure compliance by industry.

Programmes	Public awareness and consumer education.

The FPB further seeks to protect children from exposure to harmful materials and make use of children and exposure of children to pornography punishable. In line with its legislative mandate, the FPB must provide consumer advice to enable adults to make informed viewing, reading and gaming choices, both for themselves and the children in their care.

Given the transfer of executive authority from DHA to DoC, the FPB had to relook into the policy priorities and scope of alignment with the Department of Communications. This call for realignment was further emphasized through engagements held between the Minister of Communications and FPB Council. A policy framework from DoC outlines some key discussion points pertaining to responsibilities and commitments.

To achieve this, the FPB must embark on various initiatives and platforms that will raise awareness on the regulatory functions of the FPB and consumer education. These initiatives are also meant to make the FPB more visible in the public eye and build public confidence that the FPB's ratings truly reflect societal norms and standards. The above programme has two strategic objectives as indicated below:

Strategic Objective One: To inform consumers, society and industry about the mandate and create a positive public image and build the reputation of the FPB.

SO 2	Public Awareness and Education
Strategic Objective 1	To inform consumers, society and industry about the FPB mandate and create a positive public image.
Baseline	(i) Consumer information labels (reach of film industry with cinemas) (ii) Roll-out of direct awareness programmes through the FPB Outreach, Communications and Marketing Strategy (iii) Indirect awareness programmes (through media, adverts, etc.) reaching 10 million South Africans (iv) Roll-out of two national awareness programmes per annum targeting industry and public (v) Positive public image: minimize negative report received in previous financial year through meaningful engagement with industry and media
Resource Considerations	(i) Human and financial resources **(ii)** Strategic partnerships
Risk Description	(i) Failure to ensure effective implementation of the mandate. (ii) Poor reputation of the FPB
Contributing Factors	(i) Inadequate awareness and education on the regulatory framework. (ii) Inadequate communications strategy (iii) Inadequate partnerships with other successful brands in positioning the FPB (iv) Inadequate interface and interaction with the general public through formal feedback mechanisms

	(v) Failure to effectively manage and control the use of the FPB Brand
	(vi) Inadequate impact assessment of the outreach and awareness programmes undertaken by FPB.
Risk Mitigation	(i) Repositioning / communication strategy
	(ii) Partnership with media monitoring agencies
	(iii) Registration of FPB logo as restricted mark
Strategic Initiatives	(i) To develop and position the FPB's brand and corporate identity
	(ii) Implement media relations plan
	(iii) To conduct community outreach campaigns
	(iv) To improve FPB's digital and social media platforms

6.3 STRATEGIC OUTCOME 3: CAPACITY, CAPABILITY AND SUSTAINABILITY ENHANCEMENT

Strategic Outcome Oriented Goal 3	Effective and efficient management of FPB operations.
Goal Statement	Improve ICT, research and administration capacity and capability including industry-specific expertise, whilst enhancing the financial sustainability of the FPB.
Programmes	(i) Organisational capacity and capability enhancement
	(ii) Administration and governance

This programme focuses on building and enhancing the FPB's capabilities and capacity to fulfil its current legislative obligations. These relate to IT, Human Resources, Finance, Research, Administration and industry-specific expertise as key enablers in the FPB achieving its mandate.

The programme aims to refocus the FPB's internal capacities and particularly address matters related to IT through movement of the FPB's core processes from paper to electronic format for an enhancement in integrity, speed, and reliability of FPB's core functions.

This programme also seeks to strengthen the FPB research capacity to ensure that FPB's regulations and awareness programmes are informed by the latest information and trends analysis.

The DoC had undertaken to support exploratation into a self-funding model for FPB. The FPB hopes to develop a business model through extensive consultation in 201-14. It is anticipated that the model will outline possible options for strengthening the FPB . The precondition to the implementation of the self-funding model is proper consultation with all parties including Parliament, the DoC and the National Treasury.

The programme also focuses on matters of funding to ensure sustainability of the FPB's operations , and therefore as part of the turnaround strategy outcomes; at the core being diversification of revenue streams and the development of an innovative tariff structure.

The following potential revenue generations streams will be explored:

1) **Registration and Licensing of online content distributors**
2) **Registration of content producers including broadcasters**
3) **Registration of all Internet service providers**

6.4 The programme supports four strategic objectives, viz:

1) **Strategic Objective One:** Develop and maintain organisational capacity through implementation of the turnaround strategy.
2) Strategic Objective Two: **Increase FPB revenue base by 4% through exploration of potential revenue generation streams and implement cost saving measures.**
3) Strategic Objective Three: **Adopt and apply advanced ICT Technologies for the automation of the core functions of the organisation.**
4) Strategic Objective Four: **Conduct industry research to enhance regulation.**

SO 3	Organisational Capacity and Capability
Strategic Objective 1	Develop and maintain organisational capacity through implementation of the turnaround strategy.
Baseline	(i) Approved turnaround strategy (ii) > 15% vacancy rate (iii) Approved communications strategy (iv) Approved remuneration strategy (v) Approved enabling policies as per policy register (vi) Newly-appointed classifiers
Resource Considerations	(i) Human (migration to new structure) and financial resources. (ii) Systems and processes
Risk Description	(i) Inadequate management of Human Resources (ii) Adverse occupational health impact to employees (iii) Poor implementation of the turnaround strategy (iv)Lack of clarity on the powers of the Classification Committee
Contributing Factors	(i) Inadequate resources e.g. skills base (ii) Inadequate recruitment processes (iii) Lack of succession planning (iv)Lack of training and development
Risk Mitigation	(i) Implementation plan for the turnaround strategy (ii) Recruitment policy implementation (iii) Approved Occupational Health and Safety policy (iv) Monitor and evaluate turnaround projects

Strategic Initiatives	(i)To implement turnaround strategy support programme based on review.
	(ii)To implement HR Management Improvement and Compliance Programme
	(iii) To implement customer scarce skills development
	(v) To implement the Internal Communications Project

SO 3	Organisational capacity and capability
Strategic Objective 2	Increase the FPB revenue base by 4% through exploration of potential revenue generation streams, and implement cost-saving measures.
Baseline	(i) Revenue generated through government grants, registrations and classification
	(ii) New financial model developed in line with turnaround strategy
	(iii) Fully resourced finance unit
Resource Considerations	(i) Human and financial resources
Risk Description	(i) Inadequate financial and supply chain management.
	(ii) Poor implementation of the turnaround strategy.
	(iii) Manual processing of documents.
	(iv) Lack of training in procurement practices in terms of legislation and best practices.
	(v) Inadequate legal support especially in terms of contractual and procurement matters.
	(vi) Slow turnaround times.
Contributing Factors	(i) Inadequate budget management and controls.
	(ii) Inadequate procurement policies.
	(iii) Ineffective contract and supplier management.
	(iv) Inadequate and unsustainable sources of revenue.
Risk Mitigation	(i) Improved financial administration and management.
	(ii) Provide training and development programmes.
	(iii) Foster a culture of interdepartmental/unit cooperation.
	(iv) Improve operational efficiency.
Strategic Initiatives	(i) Revenue Model - to amend tariff fee structure.
	(ii) Identify and pursue diverse / new revenue generation sources.
	(iii) Review tariffs periodically.
	(iv) Realign budget to strategic objectives.

SO 3	Organisational Capacity and Capability
Strategic Objective 3	To adopt and apply advanced ICT Technologies for the automation of the core functions of the organisation.
Baseline	(i) Approved IT strategy (ii) Approved IT governance framework (iii) Approved project methodology (iv) Approved service level management framework (v) Approved IT access control procedures
Resource Considerations	(i) Human and financial (including an IT implementation partner). (ii) IT infrastructure
Risk Description	(i) Inadequate ICT infrastructure management and governance (ii) Lack of integrated systems (iii) Archaic IT system (iv) Manual and silo business processes
Contributory factors	(i) Inadequate information (ii)Inadequate ICT infrastructure (iii) Inadequate skills and resources
Risk Mitigation	(i) ICT strategy and policies (ii) ICT functionality (iii) The implementation of Enterprise Content Management (iv) Development of universal portal
Strategic Initiatives	(i) Upgrade of ICT infrastructure (ii) Implementation of systems integration project (iii) Implementation of business process automation

SO 3	Organisational Capacity and Capability
Strategic Objective 4	Conduct industry research to enhance regulation and monitoring industry trends
Baseline	(i) Convergence surveys on Classification guidelines (ii) Research reports on variety of topics (Age- inappropriate media behaviours among digital natives of South Africa; Impact of harmful material on children; Life Orientation Teachers' research)
Resource Considerations	(i) Human Resources and financial resources to commission research
Risk description	(i) Inadequate regulations (regulations out of touch with market trends and societal values) (ii) Inadequate understanding of the regulatory industry and its needs (iii) Lack of Internet regulation and industry co-regulation
Contributing Factors	(i) Inadequate use of methodologies in data collection (ii) Inadequate use of research results to inform regulation (iii) Limited understanding of prevailing trends within industry

	(iv) Lack of financial and human resources to conduct regular market research surveys
	(v) Lack of depth in the production of knowledge to inform of FPB regulations
Risk Mitigation	(i) Formulation of an annual research plan in line with regulatory requirements/needs (informed by needs of core units)
	(ii) Appointment of competent service providers for the development of empirical data collection
	(iii) Development of a service delivery model
Strategic Initiatives	(i) To develop an annual research plan.
	(ii) To implement research programmes to enhance online child protection measures
	(iii)To conduct regular trends assessments on the latest trends in industry, impacting on FPB regulation.
	(iv)To research the formulation of a seamless content regulation strategy.
	(v) To research the harmful impact of film visuals and games to the development of the child and general consumers

6.4 ADMINISTRATION AND GOVERNANCE

This programme focuses on general administrative and compliance requirements, including governance and reporting. Compliance requirements of the Film and Publication Board are outlined in the FPB Act, PFMA and National Treasury requirement. The Ministry of Communications is the Executive Authority, with Council serving as the Accounting Authority of the entity.

Council has four Committees:

1) **Operations and ICT**
2) **Human Resources and Remuneration**
3) **Finance**
4) **Audit and Risk**

Council and its committees meet on a quarterly basis and are governed by relevant legislation, a governance framework and Committee Charters.

The Accounting Authority reports to the Executive Authority on a quarterly basis through quarterly reports and regular meetings held as and when required. Stabilisation of governance structures and processes has been an essential component in enhancement of the functionality of the organisation including decision making and leadership processes.

The Accounting Authority shapes out a strategic direction for the organisation to ensure compliance with the laws and relevance in the broader South African society.

SO3	Administration and Governance
Strategic Objective 1	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements.
Baseline	(i) Approved fraud prevention and response plan (ii) Approved risk management strategy (iii) Approved organisational performance management and reporting (iv) Approved compliance matrix (v) Approved governance framework (vi) Approved Council and Committee Charters
Resource Considerations	(i) Dedicated resources for governance and risk management.
Risk Description	(i) Poor reputation of the FPB (ii) Fraud and corruption (iii) Monitoring and evaluation (iv) Low staff morale (v) High staff turnover
Contributing Factors	(i) Non–compliance with laws, regulations and organisational policies (ii) Poor service delivery (iii) Silo syndrome amongst business units
Risk Mitigation	(i) Compliance matrix (ii) Fraud Prevention Plan (iii) Integrate systems (iv) Service delivery model (v) Incentivise innovation (vi) Payment of market-related salaries (vi) Occupation specific dispensation for a particular category of employees (viii) Periodic assessment and appraisal of the strategic risk register
Strategic Initiatives	(i) To develop and implement an Organisational Compliance and Risk (ii)Management Strategy (includes fraud prevention and response, business continuity management and disaster recovery) (iii)To implement organisational performance planning, management and reporting initiative including automation of the process (iii) To implement relevant finance and supply chain management initiatives (v) To develop and implement information security measures (vi)To strengthen the role of the legal support and facilities management units

6.5 Strategic Outcome 4: Online and Mobile Content Regulation

Strategic Outcome Oriented Goal 4	**Effective and innovative regulation of the content distributed on online, mobile and related platforms for the protection of children and adults through information.**
Goal Statement	Establish an efficient and effective online and new media content regulatory strategy for the country.
Programme	Online and mobile content regulation.

Current procedures of the FPB focus on submission of physical material which is perused by classifiers prior to reaching a classification decision. The organisation now has to investigate innovative mechanisms that could be used in regulating this sector, without delaying the rapid pace at which it distributes content. This Strategic Objective on online content regulation is a recent strategic initiative identified in the 2012 strategic review process.

The FPB continues to have limited capacity and procedures for the regulation of content distributed online and mobile platforms, and the need for a specialised strategic initiative was largely borne out of the realisation that online content media is fast becoming an increasing trend in media distribution platforms in the country.

This means FPB regulation has to be seen to be encouraging the growth and development of this industry, whilst also providing the necessary consumer advice and protection of the most vulnerable in our society.

In the year 2014/2015, the FPB launched an Online Submission System (OSS) programme which entails setting up of the infrastructure necessary for effective regulation of the Internet, recognising the global accessibility of this type of content, the volumes of the content which make it impossible to classify this content in the traditional mechanism of classification of content, proliferation of user- generated content, the convergence of technology making the similar types of content being available on the different platforms.

The programme has two strategic objectives as follows:

1) **Strategic Objective One**: Development and implementation of a content regulation framework and strategy that ensures 100% classification and labelling of classifiable content distributed on online, mobile and related platforms, by 2017.
2) **Strategic Objective Two:** To seek, form and maintain national and international partnerships with key stakeholders, other regulators and law enforcement agencies and industry players for improved regulation of content distributed through online, mobile and related platforms.

SO 4	Online and Mobile Content Regulation
Strategic Objective 1	Development and implementation of a content regulation framework that ensures 100% classification and labelling of classifiable content distributed on online, mobile and related platforms, by 2017.
Baseline	(i) Legislative gap analysis to identify gaps in regulation of online, mobile and related platforms (ii) Proposed amendments to existing legislation, penalties and labelling system (iii) Draft Online Content Regulation Policy (iv) Approved online content regulation strategy
Resource Considerations	(i) Infrastructure for effective Internet regulation (ii) Skilled human capital and financial resources
Risk Description (5)	(i) Inadequate regulation of content of FPGs distributed through online platforms (ii) Poor reputation of the FPB (iii) Gaps in the current regulations (iv) Delay in the approval of proposed amendments (v) Different interpretations of legislation (vi) Inadequate IT infrastructure for online content regulation and compliance monitoring
Contributing Factors	(i) Insufficient resources (ii) Inappropriate / inadequate guidelines, regulations and legislation (iii) Inappropriate / inadequate implementation guidelines and legislation (iv) Absence of Internet regulation strategy.
Risk Mitigation	(i) International benchmarking on regulation of online, mobile and related platforms (ii) Amend legislation and conduct research to keep abreast of the vulnerable industry driving forces (iii) Inadequate IT infrastructure for online content regulation and compliance monitoring (iv)Adequate funding for the set goal and programmes contained in the approved Online Content Regulation Strategy
Strategic Initiatives	(i) To develop and implement an Online content regulation strategy and framework (ii) Implement programmes to ensure Cyber safety / Child Online Protection

6.6   Strategic Outcome 5: Partnerships and collaborations

Strategic Outcome Oriented Goal 5	**Expand FPB foot print through effective partnerships and stakeholder relationships in pursuance of our mandate.**
Goal Statement	Partner with industry, enforcement agencies, other regulators and relevant stakeholders locally and internationally to ensure regulatory effectiveness and efficiency.
Programme	Partnerships and collaborations.

Media convergence, a new technology trend enabled by the digitisation of media content, widespread availability of high-speed broadband connections, and proliferation of Internet-enabled devices has fundamentally transformed the way media content is distributed and consumed not only in SA but globally. Whilst on the one hand ditisiation has brought positive outcomes in that consumers can now access media content across geographic boundaries, anytime, anywhere and however they want it, on the other hand, proliferation of child trafficking and child pornography is on the increase.

In keeping with these technological advancements and in oder to intensfify the war agains cyber crime, child trafficking and child pornogrgy, the FPB has adopted a regulatory approach that takes into cognisance the need for partnerships and co-regulatory arrangements between itself and industry to ensure content classification, compliance monitoring and education campaigns.

The FPB has since created longstanding partnerships with stakeholders from the various sectors over the years and the programme will also focus on maintaining those partnerships and ensuring that the organisation receives value from the partnerships as well as forging of new partnerships that will give FPB access to a wider audience, business intelligence and expand its footprint in the country and abroad.

This programme focus on the international and national partnerships and will also seek to enhance the organisational partnerships and collaboration through the development and implementation of a stakeholder management strategy where the impact of existing partnerships will be evaluated and prior to extending existing partnerships.

SO 5	**Partnerships and Collaborations**
Strategic Objective 1	Expand our footprint as the FPB through partnership and stakeholder relationships in pursuance of our mandate
Baseline	(i) Partnership agreements and MoU's in place (ii) Impact of current partnerships (iii) Stakeholder engagement strategy (iv) International collaborations
Resource Considerations	(v) Skilled Human Resources and partnership coordinator

Risk Description	(vi) Reputational risk (vii) Impact risk (viii) Financial risk
Contributing Factors	• Management skills • Venture creation
Risk Mitigation	• Stakeholder Management Plan • Impact assessment tool
Strategic Initiatives	• Expand existing partnerships with film commissions, industry self-regulatory bodies; industry regulators • Increase international collaborations and partnerships • Review existing MoUs • Conduct Impact assessment of key partnerships • Industry awards and incentives

7. Monitoring and Evaluation

Monitoring and Evaluation (M&E) plays a significant role in assessing the progress of the strategy. It ensures that the targets are relevant and the methods chosen effective, efficient and sustainable. M&E is important in order to assess the extent to which the organisation is meeting its targets. M&E further enables the organization to uphold its values of accountability, fairness, integrity, transparency and professionalism. A sound M&E framework shows whether strategic changes need to be made or improved whilst implementation is underway. A major advantage of such a system is that it allows successes to be identified, replicated and challenges to be addressed.

The FPB is in the process of developing an Outcomes based Monitoring and Evaluation system inline with the priorities of the South African Government. For the purposes of this strategy, FPB Council has identified four (4) high level outcome indicators that would be measured to assess the effectiveness of FPB programmes. The high level indicators include:

1. Levels of Distributor Complience

2. Levels of Consumer Awareness and behavioural change

3. Levels of organisational efficiency and effectiveness

Monitoring implementation of the strategy provides regular feedback on the progress of operational plans, and together with evaluating the achievement or non-achievement of predetermined objectives and targets provides managers, decision makers and other stakeholders with performance measurements.

In accordance with prescripts stipulating that the Accounting Officer must established procedures for quarterly reporting to facilitate effective performance monitoring, evaluation and corrective action, the FPB has a formal reporting framework with emphasis on quarterly progress reporting against the quarterly targets committed to in the APP. Management will also establish specific data collection mechanisms to measure the identified indicators.

Furthermore, monitoring is also done against implementation of Programme and Project Plans as well as Operational Plans which unpack quarterly targets into action steps and deliverables. This ensures a pro-active approach to the monitoring and evaluation process thus ensuring adherence to targets and mitigation of challenges affecting performance.

8. Expenditure trends

The Film and Publication Board's main source of revenue is a transfer from the department. Other revenue sources include fees for classifying films and publications, registration fees for new distributors, and annual renewals of distribution licences.

The spending focus over the medium term will be on expanding activities aimed at preventing child pornography on the internet. These activities include: working closely with international organisations; researching human trafficking trends; classifying films and ensuring that internet users, especially children, are warned of sites containing sensitive or pornographic material; monitoring distributors and traders for compliance; and establishing working relations with international organisations such as the International Association of Internet Hotlines.

The significant increase in expenditure in 2012/13 financial year was due to a decline in number of material submitted for classification which led to a decrease in revenue collected for the year. The increased spending on compensation of employees in 2013/14 was because of full implementation of our turnaround structure.

Over the medium term, expenditure is expected to reach R98.1 million in 2017/18. This is due to procurement of ICT infrastructure required for on-line classification and regulation.

8.1. Funding Requirements over MTEF period

In order for the Board to meet its mandate, the financial resource allocations for the medium term, in accordance with the MTEF allocation are as follows:

Statement of financial performance	Audited Outcome	Audited Outcome	Audited Outcome	Revised estimate	Medium-term estimate		
R thousand	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Revenue							
Non-tax revenue	7 527	5 896	4 439	5 059	6 133	6 979	6 501
Transfers received	65 458	69 835	82 675	78 901	82 359	86 472	91 684
Total revenue	**72 985**	**75 731**	**87 114**	**83 960**	**88 492**	**93 451**	**98 185**
Expenses							
Current expenses	**69 031**	**87 489**	**81 680**	**83 960**	**88 492**	**93 451**	**98 185**
Compensation of employees	27 250	31 299	36 116	36 503	40 153	44 168	48 585
Goods and services	38 896	53 522	42 381	44 274	45 156	46 100	46 417
Depreciation	2 831	2 668	3 183	3 183	3 183	3 183	3 183
Interest, dividends and rent on land	54	–	–	–	–	–	–
Total expenses	**69 031**	**87 489**	**81 680**	**83 960**	**88 492**	**93 451**	**98 185**
Surplus/(Deficit)	**3 954**	**(11 758)**	**5 434**	**–**	**–**	**–**	**–**

Film and Publication Board's base-line allocation is based on the organisational strategy plan, our five year strategic plan outlines all projects to be implemented during the MTEF period. Each business unit within the Film and Publication Board submitted a business plan indicating projects to be implemented over the MTEF period, costs were allocated for each project and these were linked to the organisational annual performance plan.

The current base-line does not give any opportunity for additional new programs. Reprioritization in this instance would require the Film and Publication Board to abandon

certain ongoing project in favour of new ones identified by Council and approved by Executive Authority during strategic planning processes.

Part B: Annual Performance Plan 2015-2016 Strategic Overview

The FPB strategic outcome orientated goals and objectives are to be achieved through key outcomes and outputs, resulting from the planned targets and activities over the next five (5) years.

This is the product of a thorough business planning process within the Council , which takes into account both internal and external environments and their impact on the mandate of the FPB . The process determines what is deliverable at an operational level and highlights the strategic elements to evaluate and update the Authority's Strategic Plan. The five (5) year Strategic Plan, Annexure A, is supported by the Authority's Annual performance Plan (APP) strategic targets over the MTEF period.

The 2015-15 APP (Annexure B) is a reflection of the Council medium-term strategy and also forms the basis for an organisational performance management tool that is used to determine performance information through periodic monitoring and evaluation of the achievement of planned deliverables.

ANNEXURE A : Five year Strategic Plan – Key Outcomes, Outputs and Targets