



## Preamble

The Film and Publication Board (FPB) as a Schedule 3A entity in terms of the Public Finance Management Act (Act 1 of 1999) is required to submit annually, on a rolling basis, a proposed strategic plan to the Department of Home Affairs.

This document is based on a review of the strategic direction of the FPB, carried out by the management during August of 2010. The review took cognisance of the needs of stakeholders and clients of the FPB, its mandate and the role that it can play in meeting South African national objectives and priorities.

As such this plan provides a broad overview of the strategic direction the FPB is taking. It includes objectives identified during the strategic planning process, and multiyear projections of programmes and projects. In order to assess the performance of the organisation in achieving the objectives contained in the strategy, a corporate scorecard has also been developed.

The review process also took cognisance of the strategic context within which the FPB operates, and more specifically undertook a high level review of its own performance over the 2009/10 financial year. This was used to identify and consolidate interventions for the 2010/11 to 2013/2014 financial years.



Insert: 2010 Antichild pornography Campaign Launch Maponya Mall Soweto

## Abbreviations and Definitions

**Strategies** are things that are unlikely to change even over a long period of time, except some sort of major external disruption (e.g. Cabinet decides that there will only be one regulator for multi-media content in South Africa, etc.) and define the key pillars of FPB's business;

**Strategic Outcomes:** Outcomes are the results generated through the implementation of programmes, and should correspond to strategic objectives.

**Strategic objectives** are organisational intentions geared towards responding to its various challenges, aspirations and mandate.

**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.

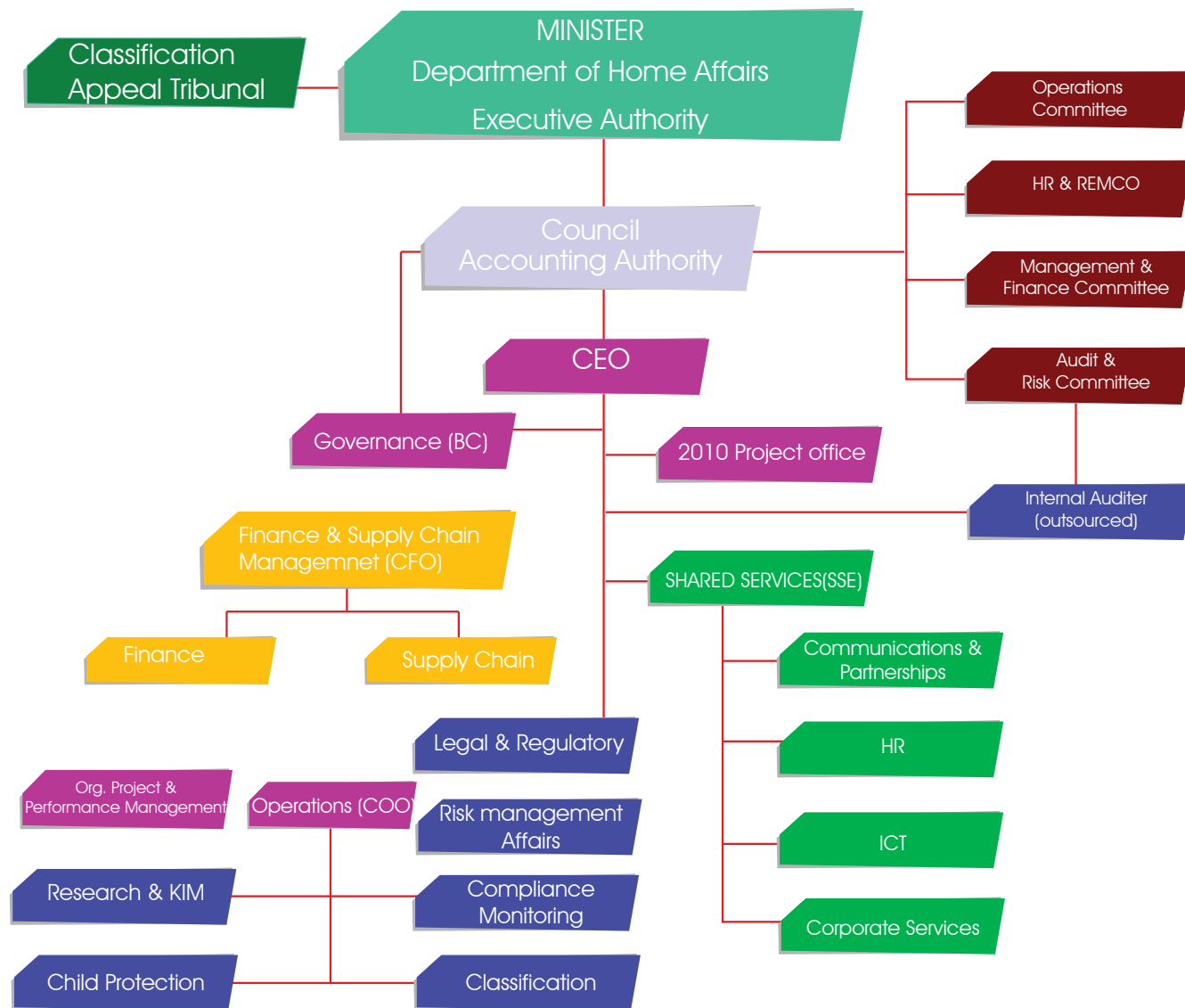
**Programme:** It is a collection of projects that together achieve a beneficial change for an organisation. Projects are temporary structures designed to achieve certain specific objectives within a given budget and organisation, and a specific period of time.

**Critical Success Factors** are those conditions that need to prevail for the successful implementation of the strategy, programmes or projects. They represent enablers of successful implementation at various levels of the organisation.

**Strategic initiatives** are broad actions the organisation will undertake to achieve its objectives

**Activities:** Action taken or work performed within a project to transform means into results. Activities transform inputs into outputs. They involve specific actors as well as processes with specific characteristics.

# Organisational Structure



# Remarks by Chairperson



Thoko Mpumlwana

**A**s the Council of the Film and Publication Board (FPB), we are pleased to present the Strategic Plan of the organisation covering the periods 2011 – 2015. The process to develop this strategy has been a rigorous process and it involved consultation with all relevant stakeholders in the FPB value chain.

The main objective of the organisation in the next five years will not only focus on content regulation, but will also grapple with content regulation in the age of new media. Recent occurrences within South African society, especially amongst young learners, have been indicative to the organisation and South African society on dangers of new media if not used with utmost care and responsibility.

It is for these reasons that FPB seeks to become 'a credible and visible content regulation authority that protects consumers'. This means focus of the organisation is diversified with content regulation continuing through Classification of media content. FPB also plans to increase emphasis on educating consumers on responsible use of the media platforms and content that is available to them.

In formulating this strategy, it was also noted with concern that regulators are often not suitably equipped to regulate content released in the ever evolving new media platforms. It is for this reason that the Film and Publication Board wishes to improve and increase reliance on Information Communication Technology to enhance the regulatory function. The above sentiments are clearly outlined in Objective 1 of the strategy, seeking to enhance and implement a constitutionally sound regulatory framework.

The strategy also recognises that the regulatory functions can never be optimised without external partnerships and improved organisational capacity. It is for these reasons that Council has ensured the strategy not only focuses on the core programmes of the organisation, but clearly outlines the strategic direction of the enablers for achieving on core programmes.

It must be noted with great jubilation that implementation of this Strategy will be overseen by an expanded Council for the organisation. The newly appointed Council of 9 members is constituted by a group of individuals with diverse skill and talent that can only enhance the work of FPB. I wish to thank them immensely for their dedication in the formulation of this strategy, even though they were relatively new in the organisation. Collectively as the Accounting Authority, we will ensure there is necessary vigilance in our oversight.

FPB is truly appreciative of the support it receives from its Executive Authority, the Ministry of Home Affairs, as well as its staff, in ensuring that we execute our mandate of being a credible and visible content

classification authority.

Council wishes to extend a word of gratitude to the Management, and staff of FPB in the role they have played in the formulation of this strategy. Their inputs have been invaluable, bringing a great deal of insight on the sector the organisation operates within.

Collectively, we commit to ensuring implementation and attainment of the stated objectives with the necessary exuberance that has been visible through the planning process of this.



**Mrs T.N.F Mpumlwana**  
Chairperson



Insert: Mmapula Makola (C.O.O); Yoliswa Makhasi (C.E.O); Mrs Thoko Mpumlwana (Chairperson of Council) and Abongile Vanda (Board Co-ordinator)

Strategic Outcome	A content regulator that empowers members of the public with information; and delivers services in an efficient manner			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To reposition the FPB as a visible and credible, professionally run organisation.	1. Public Relations Improvement Programme	1	Implementation of Strategy	
		2	Website Upgrading project	
	2. Client Liaison Improvement Programme	3	Call Centre (incl. Implementation of a Query Management System) Upgrade Project	
		4	Service Delivery Improvement Project	
	3. Internal Communications Programme	5	Intranet Implementation project	
		6	FPB Brand Championing project	
		7	Develop and Implement the Internal Communications Strategy	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
	Implement			
	• Content uploaded			

# Introduction by the Chief Executive Officer



Yoliswa Makhasi

Strategic Outcome	A content regulator that empowers members of the public with information; and delivers services in an efficient manner			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To reposition the FPB as a visible and credible, professionally run organisation.	1. Public Relations Improvement Programme	1	Implementation of Strategy	A clear vision and foresight on the future FPB
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	2. Client Liaison Improvement Programme	3	Call Centre (incl. Implementation of a Query Management System) Upgrade Project	
		4	Service Delivery Improvement Project	
	3. Internal Communications Programme	5	Intranet Implementation project	
		6	FPB Brand Championing project	
		7	Develop and Implement the Internal Communications Strategy	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
	Baseline			
7. % increase in staff who felt that internal communications has improved	<ul style="list-style-type: none"> <li>Internal Communications Strategy developed (baseline)</li> <li>Review &amp; Approved by Exco</li> <li>Intranet design and layout developed and implemented</li> <li>Content uploaded</li> </ul>	10% (based on survey)	20% (based on survey)	10% (based on survey)

In presenting the 2010/14 Strategic Plan, I wish to acknowledge the contributions and support that was rendered by the Council and its Committees; as well as members of the staff ranging from the Executives to the lowest ranking staff members. These people participated at various levels in the formulation of the strategy, ranging from consultations, research as well as arranging and managing the strategic planning process. The success of this entire process will only be determined if and when we achieve the objectives set out in this plan. It is therefore important that we continue contributing and supporting the implementation process to ensure that we achieve results as set out in the strategic plan.

The FPB has seen many developments over the past year both at internal and external (industry) level. At industry level, the FPB has a responsibility to regulate content distributed through various platforms such as the internet; publications, mobile telephones; public entertainment theatres and broadcasting. According to the South African Entertainment and Media Outlook 2010 – 2014 published by PriceWaterHouse Coopers in October 2010, there has been significant and steady growth in a number of the platforms mentioned above. The report states that the internet was the fastest growing segment in 2009 with a 28.9% increase, boosted by a surge in broadband growth amongst others. Video games were next at 13.4% to R1.2 billion, 64% of the growth on console and hand held games. The mobile market has fuelled growth through introduction of new mobile phones that facilitate playing of games. Filmed entertainment at grew 11.7% in 2009. Double digit growth in each component offset a flat PC market and propelled overall video games spending, while a strong box office market drove filmed entertainment.

Furthermore, the report predicts that the internet will average double digit annual growth of 20.5% during the next five years. Television is reported as the next fastest growing segment with a projected 9.8% compound annual increase. Filmed entertainment will increase at a projected 5.3% compound annual rate, boosted by Blu Ray technology which will revitalise home video and 3D, which in turn will contribute to box office growth. Currently, online games are reported to be relatively small due to low broadband; however this is expected to change within the next 5 years. Online games are expected to exhibit the strongest growth as broadband penetration improves.

Informed by the above, the FPB has a responsibility to gear up its processes and systems in order to ensure it is able to deal with the demands for classification of materials from industry, a result of the projected growth. It is crucial for the FPB to develop capacity and capability to undertake online classification and compliance monitoring; and make effective use of technology in stepping up its regulatory responsibility of protecting children against exposure to undesirable content. The projected growth in sectors such as mobile communication, internet, games and broadcasting may lead to greater exposure of children to undesirable content; and increase their vulnerability.

At internal level, the organisation had to deal with a qualified audit opinion for the 08/09 FY; this required management to enforce strict internal controls, compliance with relevant legislations and a culture of accountability and responsibility within the organisation. During the 2009/10, the FPB undertook an extensive review of its Strategy, taking into account amendments and other external factors as discussed above. The result was a very comprehensive, ambitious strategic plan – which outlined about 200 projects for the organisation. On approval of the Strategy, the Board further mandated the CEO and the Executive team to develop a turnaround strategy and plan; and further engage in a process of aligning the structure with the strategy – this is a process we are currently engaged in during the 2010/11 financial year.

Through this strategy, we seek to be:

- A content regulator that ensures protection of children and guides the adults in their choices and decisions;
- A high performance organisation that rewards and acknowledges good performers;
- An organisation that take advantage of technology and research platforms at our disposal in order to ensure relevance of our work and enhance our delivery capacity;
- An organisation whose organisational structure is aligned with the strategy, as well as supports implementation of that strategy;
- An organisation that is responsive to its customers through effective handling of queries and information requests

We seek to achieve these over a period of 5 years; with an understanding that a number of variables will not remain constant, hence the commitment to annual renewal of the strategy.



**Yoliswa Makhasi**  
Chief Executive Officer

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	3. Internal Communications Programme	5	Intranet Implementation project	
		6	FPB Brand Championing project	
		7	Develop and Implement the Internal Communications Strategy	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
	Implemented			
Time taken to resolve customer queries	<ul style="list-style-type: none"> <li>• Re-engineer Call-centre to include Customer queries management system</li> <li>• Feasibility study to assess capability of current call centre.</li> <li>• Establish</li> </ul>	10% on baseline	10% on baseline	10% on baseline

# Introduction and background

The Film and Publication Board (FPB) sought to facilitate the existing review of its 5 year strategic plan for the 2010 to 2014 fiscal period. A medium term expenditure framework (MTEF) has been developed and approved on the basis of the existing 5 year strategic plan. The first financial year has elapsed and the execution of the multi-year strategic plan commended in the 09/10 FY. It is on this basis that the FPB has engaged a process of reviewing and updating the existing strategic plan. The review has as its key focus, the provision of answers to the following strategic questions:

- What is working well?
- What is not working well?
- What needs to be done in order to put the organisation on the appropriate path towards successfully achieving its strategy?

The current strategic planning process had led to the identification of 200 different projects which needed to be rationalised and prioritised to ensure that a list of the most strategic projects and initiatives is reached towards achieving the strategic plan. A process was engaged to facilitate the rationalisation of the exhaustive set of projects and initiatives, which led to the identification and prioritisation of a decisive few mission critical projects and initiatives. The review focused on assessing the continued relevance and appropriateness of the current philosophy, strategic outcomes, objectives, programmes, projects and activities of the five year strategic plan in light of the impact of forces from the ever changing internal and external organisational environment.

To this end, we set out to conduct an analysis of the internal environment of the FPB as well as opportunities and threats from the external environment to establish factors that may be internal weaknesses and those that may pose threats on the FPB's ability to achieve its strategy. The process also focused on developing an understanding of the key strengths and strategic opportunities that can be augmented to further enhance the position of the FPB in relation to the achievement of its targeted outcomes.

## 1.1 About the FPB

The FPB derives its mandate from the Film and Publications Act (Act 65, 1996) as amended in 2004 & 2009. The Act is the enabling legislative framework and thus outlines the key functions, powers and duties as conferred to the Board.

Through the abovementioned legislation, the FPB is mandated to regulate the creation, production, possession and distribution of films, games and certain publications to:

- Provide consumer advice to enable adults to make informed viewing, reading and gaming choices both for themselves and for children in their care.
- Protect children from exposure to disturbing and harmful materials, and from premature exposure to adult experiences.
- Make use of children and the exposure of children to pornography punishable.

Informed by the above, it is therefore FPB's responsibility to develop policies, procedures and processes to ensure that the objectives of the Act are successfully carried out.

The FPB is tasked with the protection of children against exploitative and harmful material, and thus plays a key leadership role in implementing the Campaign Against Child Pornography in its pursuit of key outcomes and objectives of the organisation. It therefore contributes towards the implementation of the national crime prevention strategy through the provision of technical support to the South African Police Services (SAPS) and other crime fighting agencies, albeit as part of a multi sectoral strategic approach.

The FPB also conducts strategic research to enhance its capacity and capability to address the dynamic issues that relate to the film and publications industry. The research focuses on issues of compliance, trends analysis as well as social tolerance of the nature and content of products from the film and publications industry.

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	3. Internal Communications Programme	5	Intranet Implementation project	
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Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Activate the Anti-Child Pornography Campaign	Heritage Week (Sept) Back to School Campaign (start)	Child Protection Week 16 Days of Activism Back to School Campaign	6 Campaigns	6 Campaigns
5. % increase on ratings achieved on the annual customer service satisfaction survey	Customer survey (baseline)  • Service Delivery Improvement Charter developed and implemented	5% on baseline	5% on baseline	5% on baseline

## 1.2 FPB Vision

The FPB strategy sets out a bold and ambitious vision and a long term challenge for the organisation for all who will contribute to delivering services as per the mandate. The vision of the FPB reads as follows:

### Vision

A credible and visible content regulation authority that protects consumers

## 1.3 The FPB Statement of highest aspiration

The object of the FPB is to:

The above vision and mission statements capture the essence of FPB's destination. In order to achieve the targets as set out in the strategy, the FPB must improve its skills base and practice better internal communications. Many of FPB's challenges with governance shall be resolved, as the Amended Act has been passed and signed into law. By 2014, the FPB will have optimised its performance in its existing core mission, while being much better prepared to tackle the evolving challenges of new media.

### Mission Statement

To ensure efficient and effective consumer protection through regulation of media content, while empowering the public, especially children through robust information sharing

## 1.4 FPB Values

The FPB embraces the Batho Pele principles of government as the core values of the organisation, which must be observed at all times and demonstrated by all employees in all its engagements with both internal and external stakeholders. The principles are summarised as follows:

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		4 Service Delivery Improvement Project		
		5 Intranet Implementation project		
	3. Internal Communications Programme	6 FPB Brand Championing project		
		7 Develop and Implement the Internal Communications Strategy		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Successfully implemented by targeted date	2011/12	direct	>270 000 direct	direct
3. Number of programmes linked to national days that have been successfully implemented	Plan and Pilot FPB integrated (multi-unit) outreach and awareness programme (No baseline)	3 National Days (e.g. Youth Day, Human Rights Day, Women's Day) as per plan	4 National Days (e.g. Youth Day, Human Rights Day, Women's Day) as per plan	5 National Days (e.g. Youth Day, Human Rights Day, Women's Day) as per plan0
4. Number of initiatives to	16 Days of Activism (Dec)	Internet Safety Week	Impact Review	Impact Review



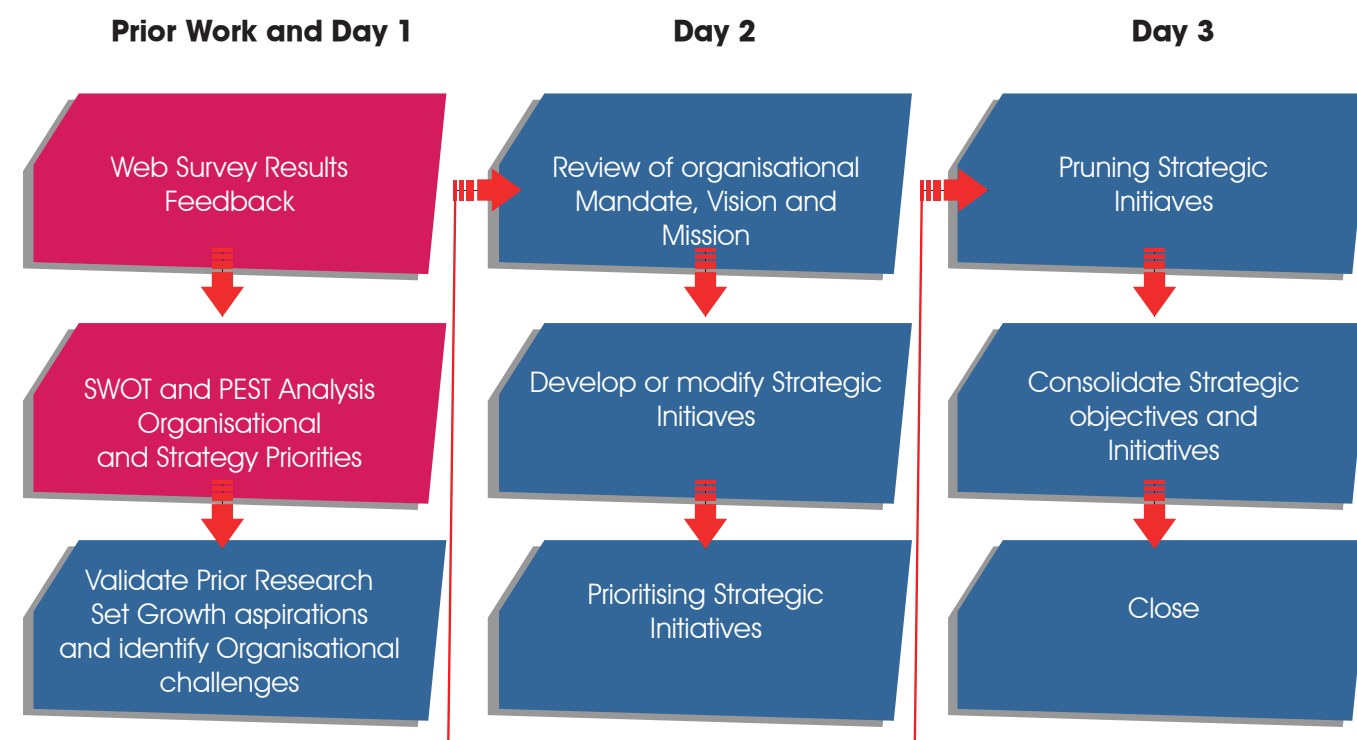
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Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of milestones achieved against the approved brand repositioning Strategy and plan	Branding Upgrade (baseline) • Brand Repositioning Strategy Approved • Media and Communication Strategy approved	100% of milestones achieved	100% of milestones achieved	100% of milestones achieved
2. An annual outreach & awareness Plan	Outreach & Awareness Plan developed and approved for yr	All initiatives implemented by May 2012 Reach >200 000	All initiatives implemented by May 2013 Reach	All initiatives implemented by May 2014 Reach >350 000

- **Consultation** - there are many ways to consult users of services including conducting customer surveys, interviews with individual users, consultation with groups, and holding meetings with consumer representative bodies, NGOs and CBOs. Often, more than one method of consultation will be necessary to ensure comprehensiveness and representativeness.
- **Setting service standards** - this principle reinforces the need for benchmarks to constantly measure the extent to which citizens are satisfied with the service or products they receive from state institutions, the Film and Publication Board in this case. It also plays a critical role in the development of service delivery improvement plans to ensure a better life for all South Africans. Citizens should be involved in the development of service standards.
- **Increasing access** - one of the prime aims of Batho Pele is to provide a framework for making decisions about delivering public services to the many South Africans who do not have access to them. Batho Pele also aims to rectify the inequalities in the distribution of existing services. Examples of initiatives by government to improve access to services include such platforms as the Gateway, Multi-Purpose Community Centres and Call Centres. Access to information and services empowers citizens and creates value for money, quality services. It reduces unnecessary expenditure for the citizens.
- **Ensuring courtesy** - this goes beyond a polite smile, 'please' and 'thank you'. It requires service providers to empathize with the citizens and treat them with as much consideration and respect, as they would like for themselves.
- **Providing information** - as a requirement, available information about services should be at the point of delivery, but for users who are far from the point of delivery, other arrangements will be needed. In line with the definition of customer in this document, managers and employees should regularly seek to make information about the organisation, and all other service delivery related matters available to fellow staff members.
- **Openness and transparency** - a key aspect of openness and transparency is that the public should know more about the way national, provincial and local government institutions operate, how well they utilise the resources they consume, and who is in charge. It is anticipated that the public will take advantage of this principle and make suggestions for improvement of service delivery mechanisms, and to even make government employees accountable and responsible by raising queries with them.
- **Redress** - this principle emphasises a need to identify quickly and accurately when services are falling below the promised standard and to have procedures in place to remedy the situation. This should be done at the individual transactional level with the public, as well as at the organisational level, in relation to the entire service delivery programme. Public servants are encouraged to welcome complaints as an opportunity to improve service, and to deal with complaints so that weaknesses can be remedied quickly for the good of the citizen.
- **Value for money** - many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. Failure to give a member of the public a simple, satisfactory explanation to an enquiry may for example, result in an incorrectly completed application form, which will cost time to rectify.

## 2. Overview of Strategic Planning Process

A participative facilitated approach was followed, which involves a workshop to enable group discussions and decision making based on inputs from an initial quantitative and qualitative research process through a suite of surveys to solicit insights from those intimately involved in the execution of strategy as well as develop an understanding of the organisational environment. The results from the web survey and the external environment analysis assist in the identification of strategic challenges and the aspirations of the FPB.

The process outlined below followed a review of the key elements of the long run corporate strategy of FPB, which included the validation of the vision statement so as to ensure that it continues to reflect the desired future state which the organisation would like to reach much more clearly and articulate the mission statement in such a way that is enduring and explicitly expresses its reason for existence. The aim was to make sure that the statements of purpose are much more relevant and tangible by translating them into a set of the most appropriate strategies, strategic objectives, programmes and projects. Strategic objectives are decision rules which enable management to guide and measure the FPB's performance towards its purpose and corporate strategy. These were reviewed and aligned to ensure consistency and coherence.



Strategic Outcome	A content regulator that empowers members of the public with information; and delivers services in an efficient manner			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To form and maintain national and international partnerships, and coordinate initiatives that supports the business of the Film and Publication Board.	2. Turnaround Strategy	1.1 Implementation of Strategy	Alignment of organisational structure to strategy Integrated business processes Better understanding of FPB value chain Sustainability Strategy	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Plans				
1. % implementation of the strategy	Strategy developed Strategy approved by Council	Alignment of structure and strategic plan (100%)	Implement (100%) sustainability framework	

## 3. Strategy Overview of the FPB

While maintaining the basic format and thrust of the previous strategic plan, the current document contains a set of strategic agenda items that have been rationalised. This process was informed by the realisation that the FPB had set for itself an agenda that did not align with its resources and capability, thus rendering it impossible to achieve. It therefore made sense for the team to engage a process to realign the objectives, projects and/or initiatives with the strategic capability and resources of the FPB to ensure that the strategic path it sets for itself is realistic and takes into consideration the capacity it has to execute the activities required for achieving its vision and mission statement.

The process of rationalisation set out to assess the strategic nature and potential impact of the current list of programmes, projects and initiatives of the FPB. It was informed by the analysis of the survey results, identified challenges, SWOT implications, the deliberations and initiative prioritisation process, best practice considerations and progress made in implementing these initiatives during the previous financial year. Our findings were that some of these projects/initiatives were of an operational nature and that others were sub projects or initiatives of already identified projects. The most significant finding was the lack of alignment and relatedness between projects and programmes and the strategic objectives as set out in the 5 year strategic plan. It is important for the alignment process to ensure that the strategic objectives of the FPB can be delivered through the implementation of the identified programmes and projects/initiatives.

The object of this rationalisation and alignment process was to ensure that we prepare a much more streamlined strategic plan that is representative of the direction the FPB would like to take as well as enabling the monitoring and evaluation of implementation as well as effectively positioning the FPB towards achieving its vision and mission.

### 3.1.1 Strategic Challenges

The current strategic plan identifies the following enduring challenges:

- The imperative of improving the registration, submission, and compliance of all distributors; in particular "problematic distributors" (i.e. Nollywood, Bollywood, and adult content stores).
- Improving and maintaining alignment between FPB's classifications and the diverse and changing perceptions of the South African public.
- The threat that new media, if not properly regulated, poses to FPB's core mission and its reputation.
- A need to substantially improve and heighten FPB's profile with consumers, and to reposition itself as a content regulator, that prioritises interests of the consumer; whilst in working closely and in partnership with industry.
- Inadequacy of resources (human and financial) to an increasingly large and complex task. The development of mechanisms to better regulate the proliferation of new media platforms for the distribution of films and games.
- Unmonitored access of children to new media platforms
- Limited buy in and; or refusal by some industry players to accept new amendments and regulations, resulting in disputes and strained relations.

The above remain relevant and continue to pose a significant challenge to FPB's growth and ability to execute its key mandate. A number of programmes have been developed not only to enable the FPB to deliver to its mandate; but to also address the abovementioned challenges in the medium to long term. The programmes should be reviewed on an annual basis to ensure that they continue to focus on addressing these challenges.

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Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To form and maintain national and international partnerships, and coordinate initiatives that supports the business of the Film and Publication Board.	1. Strategic Partnerships and Stakeholder Management Programme	1.1 Inter-Government Relations Project	A clear mandate, an up to date stakeholder database and benefits of a strategic nature to offer partners	
		1.2 International Partner Relations		
		1.3 Donor Mobilization		
		1.4 Industry partner project		
		1.5 Social compact project		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Plans				
3. % Increase in mandate related actions undertaken as a result of MoUs /SLA's generated through partners:  • Enforcement  • Awareness campaigns	Develop Donor Mobilization and Sponsorship Policy developed  Develop a register of Sponsorships and agreements (Q3) Quantify benefits received from strategic partnerships and stakeholder relations. Establish baseline figure.	5% (Increase based on grant)	10%	15%



Insert: FPB at Pretoria North Magistrates Court in Protest at child pornography case.

## 3.2 The FPB Strategy

### 3.2.1 Strategic Outcomes

Strategic outcomes oriented goals identify areas of institutional performance that are critical to the achievement of the mission. They should focus on impacts and outcomes, but in exceptional circumstances may deal with other aspects of performance. They shape the way ahead in actionable terms and put strategic focus into the organization and the achievement of the vision and mission. They represent the strategy's products in the medium term and inform the development of strategic objectives for the organisation. The following is a list of strategic outcomes that have been developed; directly aligned with the mandate and objects of the FP Act:

- A content regulator that classifies submittable materials and monitors compliance by distributors in order to protect children from exposure to undesirable content.
- A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools
- A content regulator that empowers members of the public with information; and delivers services in an efficient manner.

### 3.2.2 Strategic Objectives

Strategic objectives give clarity as to what the institution intends doing (or producing) to achieve its strategic outcomes oriented goals. Each strategic objective, reflects strategic choices taken by the organisation and describes things that the organisation is directly responsible for doing or delivering under its respective programmes and initiatives/ projects. The following strategic objectives indicate the elected focus of the organisation over the medium:

- Strategic Objective 1: To enhance, integrate, and implement a constitutionally sound regulatory framework.
- Strategic Objective 2: To develop and maintain organisational capacity and capability.
- Strategic Objective 3: To form and maintain national and international partnerships, and coordinate

Strategic Outcome	A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To develop and maintain organisational capacity and capability.	5. Information Technology Enhancement and Relevance Programme	1.1 Internal Applications implementation project	IT improvement strategy and plan with budget and detailed resource implications	
		1.2 Strategic programme and project management improvement		
		1.3 External interfaces and Applications project		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % Compliance with IT governance frameworks	Finalise IT FPB Governance framework (aligned to COBIT and King3 report) Currently no IT governance structures are in place An approved IT policy	60% IT Governance Structure Implemented and function within the overall FPB Corporate Governance structures	75% Role clarification to align with changes in IT governance and general IT related corporate governance requirements	100% Role clarification to align with changes in IT governance and general IT related corporate governance requirements
2. % of milestones implemented against the IT enhancement and relevance programme	IT Strategy and plan approved	100%	100%	100%

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To develop and maintain organizational capacity and capability	1. Organisational performance and programme Management	1.1 Performance monitoring, Management, evaluation and Reporting Project	Systematic collection and collating of performance data & information	
		1.2 Strategic programme and project management improvement	FPB Programme and project management methodology	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. An approved annual performance information management Report	Performance Information Management Improvement Plan approved by Exco (Q3)  Annual FPB performance report approved	Unqualified audit opinion on the Annual FPB performance report	Unqualified audit opinion on the Annual FPB performance report	Unqualified audit opinion on the Annual FPB performance report
2. % implementation of strategy in compliance with the FPB programme and project management methodology	Programme and project management methodology developed and implemented	100%	100%	100%

initiatives that supports the business of the Film and Publication Board.

- Strategic Objective 4: To reposition the Film and Publication Board as a visible and credible, professionally run organisation.

### 3.2.3 Strategies, Programmes and Projects

Following the analysis and review of the strategies a process was engaged to rationalise the current projects into a set of ten strategic initiatives that together encompass what the twelve strategies sought to achieve while streamlining previous activities into what is a more realistic and achievable set of activities. The programmes, projects and key initiatives are illustrated in detail in paragraph 4.

### 3.2.4 Critical Success Factors

The successful achievement of the vision and mission are highly dependent on critical success factors which are essential areas of activity that must sustainably prevail for the PFB to achieve long term sustainable success.

- We must have adequately skilled and competent staff.
- We must have a happy workforce (High staff morale)
- We must have a framework and resources to address the proliferation of new media platforms
- We must be able to retain experienced staff
- We must be a viable and sustainable FPB
- We must be a strategically positioned brand with the required brand awareness.
- We must have an effective governance system
- We must have productive and sustainable relationships with our stakeholders and partners.



Insert: FPB Volunteers at Mvezo Primary, Mandela Day 2010

**Strategic Outcome** A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.

Strategic Objective	Programme	Strategic Initiatives/Projects	Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	1. Registration & Compliance of Distributors Programme	1.1 Distributor identification and engagement project	An up to date database of unregistered and non compliant distributors
		1.2 Registrations and classifications process enhancement project	Up to date policies and standard operating procedures for classification, registration and compliance monitoring
		1.3 Monitoring of Industry Compliance project	
		1.4 Improve the security and control of intake procedures and systems for safekeeping	

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. Number of unregistered/non compliant distributors that have been reached through targeted engagements.	2173 unregistered/Non Compliant distributors on the approved data-base.	2000 unregistered/Non Compliant distributors on the approved database	2000 unregistered/Non Compliant distributors on the approved database	1500 unregistered/Non Compliant distributors on the approved database
2. 95% of all submitted material (films, games and publications) that have been successfully classified	>90% of submitted material classified	95% of all material submitted for classification	96% of all material submitted for classification	97% of all material submitted for classification

**Strategic Outcome** A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools

Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers
To develop and maintain organisational capacity and capability.	4. Organisational Compliance Programme	1.1 Enhancement of Compliance Matrix	Approved policies and internal controls
		1.2 Review of an organisational policy register and existing policies	
		1.3 Develop a set of management delegations	
		1.4 Development of organizational procedures (e.g Finance, HR, SCM etc)	
		1.5 Financial Delegations	

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % compliance with the FPB compliance matrix	Draft compliance Matrix Approved Financial Delegations Approved Compliance Matrix Policy register review completed Approved Management and financial delegations	80% compliance (certain requirements will not be achieved fully due to resource constraints).	90% compliance (certain requirements will not be achieved fully due to resource constraints).	95% compliance (certain requirements will not be achieved fully due to resource constraints).
2. An unqualified audit opinion achieved for the fiscal period	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion

Strategic Outcome	A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools		
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Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers
To develop and maintain organisational capacity and capability.	3. Staff Performance Management Programme	2.1 A staff incentive scheme	A performance incentive reward policy
		2.2 Implementation of an individual performance management system (BSC)	An reviewed, up to date and approved staff performance management policy

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of employees that participate in the performance incentive scheme	A performance incentive reward policy approved by the board	90%	90%	100%
2. % of staff that have been performance managed in line with the performance management policy of FPB	70% of employees signed performance contracts 30% of the outstanding contracts to be signed by end of Q2	100%	100%	100%

1. Staff members have signed performance agreements within 30 days of new financial year, submitted quarterly performance review reports, attended quarterly performance coaching, and submitted final performance evaluation reports in line with PMS process and in compliance with the approved policy.

Strategic Outcome: A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.

Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	1. Registration & Compliance of Distributors Programme	1.1 Distributor identification and engagement project	An up to date database of unregistered and non compliant distributors
		1.2 Registrations and classifications process enhancement project	Up to date policies and standard operating procedures for classification, registration and compliance monitoring
		1.3 Monitoring of Industry Compliance project	
		1.4 Improve the security and control of intake procedures and systems for safekeeping	

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
4. Increase in the number of compliance inspections conducted	7096 compliance inspections	6000 registered distributors 2000 unregistered distributors visited	6000 registered distributors 2000 unregistered distributors visited	7200 registered distributors 1500 unregistered distributors visited
5. % of distributors that have been successfully converted to new registrations.	Database of 2173 unregistered distributors	40% of Unregistered and distributors found to be non complaint	50% of Unregistered and distributors found to be non complaint	65% of Unregistered and distributors found to be non complaint
6. % Reduction in the average time taken to:	Establish a baseline	An online distributor registration and classification submissions	10%	15%

- Register new distributors
- Classify submissions

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To enhance, integrate, and implement a constitutionally sound regulatory framework	1. Registration & Compliance of Distributors Programme	1.1 Distributor identification and engagement project	An up to date database of unregistered and non compliant distributors	
		1.2 Registrations and classifications process enhancement project	Up to date policies and standard operating procedures for classification, registration and compliance monitoring	
		1.3 Monitoring of Industry Compliance project		
		1.4 Improve the security and control of intake procedures and systems for safekeeping		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Distributors • Classify submissions		An online distributor registration and classification submissions system for implementation in 11/12		

Strategic Outcome	A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To develop and maintain organisational capacity and capability.	4. Organisational Compliance Programme	1.1 Enhancement of Compliance Matrix	Approved policies and internal controls	
		1.2 Review of an organisational policy register and existing policies		
		1.3 Develop a set of management delegations		
		1.4 Development of organizational procedures (e.g Finance, HR, SCM etc)		
		1.5 Financial Delegations		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % compliance with the FPB compliance matrix	Draft compliance Matrix Approved Financial Delegations Approved Compliance Matrix Policy register review completed Approved Management and financial delegations	80% compliance (certain requirements will not be achieved fully due to resource constraints).	90% compliance (certain requirements will not be achieved fully due to resource constraints).	95% compliance (certain requirements will not be achieved fully due to resource constraints).
2. An unqualified audit opinion achieved for the fiscal period	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion	unqualified audit opinion



**Strategic Outcome** A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools

Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers
To develop and maintain organisational capacity and capability.	3. Staff Performance Management Programme	2.1 A staff incentive scheme	A performance incentive reward policy
		2.2 Implementation of an individual performance management system (BSC)	An reviewed, up to date and approved staff performance management policy

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of employees that participate in the performance incentive scheme	A performance incentive reward policy approved by the board	90%	90%	100%
2. % of staff that have been performance managed in line with the performance management policy of FPB	70% of employees signed performance contracts 30% of the outstanding contracts to be signed by end of Q2	100%	100%	100%

1. Staff members have signed performance agreements within 30 days of new financial year, submitted quarterly performance review reports, attended quarterly performance coaching, and submitted final performance evaluation reports in line with PMS process and in compliance with the approved policy.

**Strategic Outcome** A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.

Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	2. The Law Enforcement Liaison and Effectiveness Program	1.1 An initiative (s) to broaden and deepen cooperation with the law enforcement and judicial bodies, through Standard Operating Procedure (SOP) and other operational agreements, high level reviews and joint activities with other law enforcement initiatives	Standard Operating Procedures concluded with law enforcement agencies, NPA, DOE and DOC by target date  Agreements/ MoUs with SAPS, SARS and NPA at a national level

Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % Compliance with set procedures as per the SOP	SOP concluded with SAPS (FCS), SAFACT and Customs (SARS – OR Tambo) Implementation and monitoring of agreed procedures per SOP	100%	100%	100%
2. Number of law enforcement officials trained	Training of law enforcement officials and cinema staff on investigation and prosecution legislation and SOPs Approved training manual	500 law enforcement officers trained	500 law enforcement officers trained	500 law enforcement officers trained
3. Number of referrals joint operations with law enforcement officers	265 Joint raids (with confiscations) in partnership with law enforcement officer and 306 cases opened	300 joint raids and 350 cases opened	350 joint raids and 400 cases opened	400 joint raids and 450 cases opened

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects		Critical Success Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	3 Representative Classifiers Programme	1.1	Recruitment of a representative pool of classifiers (As per the FP Act) – internship	Accredited FPB training program
		1.2	Classifiers' Training and Empowerment program	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of active classifiers on database as per approved plan	Approved recruitment and selection procedures Approved classifiers Rotation system Newly appointed classifiers database	100%	100%	100%
2. % of targeted recruits that have been successfully trained	Enforce strict orientation to and training in the classification processes for classifiers	100%	100%	100%
3. % of targeted interns trained through the classifier internship programme	A case for the internship programme designed	Development of a classifiers internship programme	100%	100%

Strategic Outcome	A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools			
Strategic Objective	Programme	Strategic Initiatives/Projects		Critical Success Factors/Enablers
To develop and maintain organisational capacity and capability.	2. HR Management Improvement Programme.	1.1	HR Strategy	HR policies and procedures
		1.2	Employee wellness improvement project	
		1.3	Staff development project	
		1.4	Occupational Health & Safety project	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
Achieved	MAPSETTA			
5. % of milestones achieved against the coaching and mentoring plan	Coaching and mentorship for CEO and Executives	40%	40%	40%
6. % of milestones achieved against the succession framework and plan by 2014	An approved succession planning framework	40%	60%	100%

Strategic Outcome	A content regulator that is able and capable to deliver on its mandate through effective use of technology and other applicable tools			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To develop and maintain organisational capacity and capability.	2. HR Management Improvement Programme.	1.1 HR Strategy	HR policies and procedures	
		1.2 Employee wellness improvement project		
		1.3 Staff development project		
		1.4 Occupational Health & Safety project		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of milestones achieved against the HR improvement strategic plan	An approved HR management improvement Strategy and a detailed implementation plan (with milestones for each year of implementation)	40%	60%	100%
2. % of staff absenteeism above acceptable FPB standard	Sick leave within acceptable trends (2% of days worked)	2%	2%	2%
3. % improvement on the staff satisfaction survey results	No survey conducted.	Conduct annual staff satisfaction survey and develop action plan to deal with the results. (Establish a baseline)	10% on baseline	10% on baseline
4. % of work place skills plan targets	Workplace skills plan developed and submitted to	100%	100%	100%

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To enhance, integrate, and implement a constitutionally sound regulatory framework	4. Convergence of norms and values Programme	1.1 Bi – annual review of classification guidelines	Gazetted classification guidelines	
		1.2 A project to converge FPB ratings and societal norms and values		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. Number of reviews conducted on the classification guidelines over a 5 year period	Audience participation research results must be included in revised guidelines	2 Gazetted annually and implemented	2 Gazetted annually and implemented	2 Gazetted annually and implemented
2. % rating achieved on the external rating of convergence as indicated by annual surveys	> 62% of those surveyed converge with FPB ratings	65% of those surveyed converge with FPB ratings	71% of those surveyed converge with FPB ratings	75% of those surveyed converge with FPB ratings

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To enhance, integrate, and implement a constitutionally sound regulatory framework	5. Partnerships in Regulation Programme	1.1 Develop and maintain partnerships with local relevant regulatory bodies and consumer protection agencies	Approved Standard Operating Procedures between FPB and ICASA, BCCSA, ASA and other relevant bodies on overlapping mandates	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. A content regulation framework approved and implemented by target by 2014	ISPs, MNOs, WASPs, VOD, IPTV and other relevant industry players identified for engagement Potential mandate overlaps identified	First draft of the content regulation framework developed and circulated by target	2nd Draft of content regulation framework with input from all major stakeholders	An approved framework for content regulation implemented

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To develop and maintain organizational capacity and capability	1. Organisational performance and programme Management	1.1 Performance monitoring, Management, evaluation and Reporting Project	Systematic collection and collating of performance data & information	
		1.2 Strategic programme and project management improvement	FPB Programme and project management methodology	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. An approved annual performance information management Report	Performance Information Management Improvement Plan approved by Exco (Q3)  Annual FPB performance report approved	Unqualified audit opinion on the Annual FPB performance report	Unqualified audit opinion on the Annual FPB performance report	Unqualified audit opinion on the Annual FPB performance report
2. % implementation of strategy in compliance with the FPB programme and project management methodology	Programme and project management methodology developed and implemented	100%	100%	100%

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To enhance, integrate, and implement a constitutionally sound regulatory framework	9. Legislation and trends review Programme	1.1 Legislation review project	Policy and research capacity	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. Interventions implemented to address shortcomings identified from the print and electronic media	Report on electronic and print media scan to gather relevant insights, receive newsletters and other announcements, and participate in external forums as participants or contributors	Annual gap analysis report on legislative shortcomings from print and electronic media	Annual gap analysis report on legislative shortcomings	Annual gap analysis report on legislative shortcomings
2. Interventions implemented to address shortcomings identified in FPB legislative framework	Legislation Trend analysis to identify gaps and propose new legislative interventions conducted and 100% of interventions to address gaps implemented	Annual gap analysis report on legislative shortcomings from FPB framework	Annual gap analysis report on legislative shortcomings from FPB framework	Annual gap analysis report on legislative shortcomings from FPB framework

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects	Critical Success Factors/Enablers	
To enhance, integrate, and implement a constitutionally sound regulatory framework	6. Public Dialogue and Trend analysis	1.1 Environmental scanning and industry trend analysis	Research capacity	
		1.2 Public Dialogue programs		
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % completion of the annual trend analysis research report on emerging technologies and societal norms and values	Engagement in public dialogue about what South Africans consider harmful and inappropriate material	100% completed and presented by target date	100% completed and presented by target date	100% completed and presented by target date
	Participation at universities and other civic on public forums on the values and norms of South African Society			
	Compile and present the research and observations gleaned through the industry , technology and consumer awareness programs			

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects		Critical Success Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	7. Electronic Storage and Accessibility of Records and Data Programme	1.1	Digitisation project	An electronic system for storage, accessing of data and records.
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. % of identified classes of classification and registration of data and records stored electronically	A comprehensive data and records digitisation project plan approved	Develop and test an IT system for digitisation	50% of data and records converted and digitised	100% of data and records converted and digitised
2. % Compliance and classification databases accessible to monitors from offsite locations	Approved procedures and policies for offsite accessibility of database	60%	80%	100%

Strategic Outcome	A content regulator that classifies submittable materials and monitors industry's compliance in order to protect children from exposure to undesirable content.			
Strategic Objective	Programme	Strategic Initiatives/Projects		Critical Success Factors/Enablers
To enhance, integrate, and implement a constitutionally sound regulatory framework	8. Consumer Education, Awareness and Training	1.1	Consumer education project	Cyber Safety module part of the Life Skills program
		1.2	Curriculum integration	
Key Performance Indicators	Multi Year Deliverables			
	2010/2011 (Baseline Target)	2011/2012)	2012/2013	2013/2014
1. Number of workshops with parents	No specific parent workshops	3 workshops per province targeting not less than 200 parents per session	6 workshops per province targeting not less than 200 parents per session	9 workshops per province targeting not less than 200 parents per session
Number of training workshops with child care workers workshop	No specific target	1000 child care workers trained throughout the country	3000 child care workers trained throughout the country	5000 child care workers trained throughout the country
Integration of life skills training into education curriculum	Lobby with decision makers LO Teachers Research in progress	Development of a database of LO Teachers  LO Teachers Conference in order to further engage with and publicise the research report	Development and distribution of tool kit for 500 LO teachers	Development and distribution of tool kit for 1000 LO teachers