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Strategic Plan for the Fiscal Years  
2016/17-2019/20  
&  
Annual Performance Plan  
2016-2017





# Minister's Foreword

The Constitution of the Republic of South Africa 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 Film and Publication Board (FPB) always takes into account the Bill of Rights, which provides protection for a number of rights, including the right 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.

The FPB's 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 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).

I acknowledge that the FPB operates in a rapidly changing technological environment, where content distribution moves from conventional physical forms to online platforms. This context presents future scenarios with a lot of uncertainty regarding industry's performance and the entity's readiness to keep up with the environment. The proliferation of digital content presents a challenge, not only to the FPB, but to society as a whole. It is against this background that my 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 under its authority work together and create synergies in the manner in which they deliver their respective mandates. The FPB has observed this through the consolidation of relations with the Government Communications and Information Services (GCIS) and the SABC. Such cooperation also finds expression in this strategy document, which is paramount in ensuring that clear performance targets are set and monitoring mechanisms clearly defined.

In conclusion, we should all play a part in the protection of children, as provided for in the Films and Publications Act, and various other pieces of legislation, such as the Child Protection Act and the Criminal Procedure Act.

I trust that this strategy document will inspire the FPB to continuously champion the protection of children's rights through an empowering and enabling environment created by my Ministry.

**Ms F. Muthambi, MP**  
**Minister of Communications**

# Chairperson's Foreword

The FPB has seen migration from one Ministry to another. Reporting to the new Department of Communications (DoC) as its Executive Authority has come with huge benefits for the organization, thus facilitating and consolidating our presence and position in the industry as a regulator of choice. Our outreach programmes and regulatory practices will benefit immensely from being in the same stable as organizations like the MDDA and SABC.

Our mandate is derived from The Constitution of the Republic of South Africa and our constitutive Act, makes our work as the FPB important in our society.

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, as listed in section 28 of the Constitution. Therefore the FPB, should continue to make efforts to harness associated legislation like the Child Protection Act to ensure coherence with other partners and strategic alliances.

However, the FPB 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. It is the FPB's firm view that the proposed legislative amendments will go a long way in addressing some of the challenges highlighted above.

Through the "high visibility and high impact" FPB Communication Strategy, the FPB continues to grow its footprint across the country through focused, customized public education and awareness campaigns. These efforts continue to create top of mind FPB mandate awareness amongst the South African public and the global community (particularly communities on the continent), who see the FPB as a model organization in terms of structuring their own entities. In the next 5 years, the FPB plans to extend its scope of operation to Limpopo and Free State provinces. This is due to the trend that continues to demonstrate an increase in content distribution in these areas. This move will ensure the FPB consolidates its national presence in an effort to reduce illegal material and piracy elements in the sector through compliance monitoring. Expansion to these provinces will result in improved performance delivery, as these provinces are considered fast-developing regions.

## Vision, Mission and Values

The FPB's vision is to be "A leading, credible and visible content regulator".

The FPB's mission is to "Ensure effective child protection, empowerment of consumers and contribution to economic growth of the industry through regulation of media content".

Through this strategy, the FPB promotes the values of accountability, human dignity, social justice, 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<sup>1</sup> in the country. The FPB's 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. It is mainly for this reason that our outreach and public education campaigns focus on encouraging adults to take responsible messaging to members of the public. It is through our high visibility high impact communication strategy that we encourage parents and adults in general to exercise extra care when dealing with children.

Through compliance monitoring, the FPB, as a regulator of both physical and online distribution, is able to carry out the mandate. The newest and most complex aspect of the FPB's work is no doubt the proliferation of online, digital distribution platforms. It is for this reason that the FPB proactively prepared pre-emptive strategies that help respond to such challenges and this is done through constant reviews and assessments. The National Development Plan (NDP) has found expression in the strategic document through the inclusion of outcomes 12<sup>2</sup> and 14<sup>3</sup>. These outcomes are in line with the FPB's strategic objectives and will ensure effective and innovative regulation of content distributed online, mobile and related platforms to protect children and inform the general public.

## Stakeholder Relations and Partnerships

Stakeholder relations and partnerships is one of our key strategic focus areas. 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. Through the FPB's incorporation into the Department of Communications, access to a valuable network has been simplified and the signing of memoranda of understanding (MOUs) with the SABC, a vast communication network and content development opportunity through the MDDA, as well as regulatory expertise from ICASA bear testimony to all that. The FPB now has a solid relationship with the GCIS. These entities are vital to the FPB's mandate and the strategy makes it clear what the relevant areas of engagement and impact are or should be.

## Conclusion

This strategy document defines the strategic direction that the FPB will take in the next five years, i.e. 2016/17 – 2019/20. It is also mindful of the issues highlighted by the Minister in her strategy review, which call into question our mandate as an organization. It would be in the interests of the FPB to reflect on whether the organization should have a direct constitutional mandate or not.

Notwithstanding the above, we aim to build on 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 society.

Given the continued support and monitoring from the DoC, the next period will see a bolder, more creative and innovative FPB, which continues to pioneer the regulation of the film, gaming and print industries, by ensuring a shared ethos of responsible and ethical content distribution.

**Mrs T.N.F. Mpumlwana**  
**Chairperson of the Film and Publication Board Council**

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<sup>1</sup>Refers to publications that are not prepared by the Press Ombudsman

<sup>2</sup>Refers to "an efficient, effective and development orientated public service".

<sup>3</sup>Refers to "nation building and social cohesion".

It is hereby certified that this draft 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 that the Film and Publication Board will endeavour to achieve during the period 2016/17 – 2019/20.

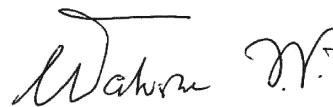
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Ms F. Muthambi (Minister of Communications)



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# 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.

**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 FPB's business.

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## 1.2 Abbreviations and Acronyms

DoC – Department of Communications  
EA – Executive Authority  
ERMS – Electronic Reporting Management System  
FPGs – Films, Publications and Games  
FPB – Film and Publication Board  
GCIS – Government Communications and Information System  
HR – Human Resources  
IARC – International Apps Ratings Collation  
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  
LEA – Law Enforcement Agencies  
MDDA – Media Development and Diversity Agency  
ME – Monitoring and Evaluation  
MoU – Memorandum of Understanding  
MTEF – Medium Term Strategic Framework  
NDP – National Development Plan 2030  
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 Procedures  
QA – Quality Assurers



## 2. Introduction

The FPB is a Schedule 3A public entity<sup>4</sup> in terms of the PFMA and it derives its mandate from the Films and Publications Act, Act No 65 of 1996, as amended. The Act is an enabling legislative framework and thus outlines the objectives, key functions, powers and duties conferred on 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 2016/17 to 2019/20. It is the culmination of a series of strategy review sessions conducted by the Executive Council and management. In noting the strategic areas of focus emphasised during the Minister's Strategy Review Session, the FPB strategy has taken into cognisance the effect that piracy has in the industry, the protection of intellectual property on arts and films, the role of the FPB in cyber security in South Africa and the FPB's limited focus on publications and games. All these matters are elevated and will require further investigation for phasing into the operations of the FPB.

The FPB has done a two-year strategy assessment in relation to the targets set, the budget received, the demands of the industry and government imperatives. As a result, the priorities of the Authority have been revisited in line with the National Development Plan 2030.

The review process also took into perspective the strategic context within which the FPB operates and the relevance of and responsiveness to the needs of the industry and the public. This was done through an alignment of the DoC's entities whose mandate is closely linked to the FPB. In actioning this exercise, the FPB first referred to the DoC policy framework and linked that to the FPB's strategic intent. Furthermore, four elements of the FPB strategy were evaluated against the DoC's focus and DoC entities' areas of operation, namely: content classification and industry compliance, public education and awareness, online child protection, partnerships and SADC engagements.

The core driver of this strategy is to focus on: affirmation of the FPB's regulatory role within a democratic context; elevation of information and communications technology (ICT) as a significant pillar for online regulation; meeting the demands of technological advancement in South Africa and internationally; and finally 'high impact, high visibility' organizational communication in terms of 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 that is informed by priorities identified in the Medium Term Strategic Framework - MTSF. The Strategic Plan aims to provide a broader scope for the FPB to expand its footprint.

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 of the 2016/17 financial year and consolidated interventions for the 2016/17 to 2019/20 financial years.

This includes more emphasis in terms of endorsing the role of the FPB as a leading content regulator, by assuming a more regulatory character that is known as an enforcer of guidelines and the broader constitutional mandate.

This strategy animates from the vision and mission of the FPB and is reflected in strategic outcomes, objectives, multi-year projections of programmes and initiatives. These are identified within higher levels of predictability through market trend analysis, keeping a keen eye on the ever-evolving ICT industry and doing everything within its power to keep abreast of developments.

The market analysis presents industry realities that will afford the FPB an opportunity to conduct scenario planning in mitigation of future challenges such as the range from the undetermined speed of technological innovation and the direction that social networking is channelling society.

The FPB's Medium Term Plan for 2016-2020 constitutes detailed operational information and budgetary provisions to support performance targets. The organisation remains committed to its vision and value system, and will ensure performance measures to demonstrate excellence, institutional accountability and on-going transformation.

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<sup>4</sup>"National Public Entity" means –

- (a) a national government business enterprise; or
- (b) a board, commission, company, corporation, fund or other entity (other than a national government business enterprise) which is :
  - (i) established in terms of national legislation;
  - (ii) fully or substantially funded either from the National Revenue Fund, or by way of tax, levy or other money imposed in terms of national legislation; and
  - (iii) Accountable to Parliament.

# Part A: Strategic Overview

# 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: (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 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

The revised vision is: “A leading and credible content regulator”.

## 2.3 FPB Mission

The revised mission is to, “Ensure effective child protection, empowerment of consumers and a contribution to the economic growth of the industry through regulation of media content”.

## 2.4 Five Key priorities for the next five years

The FPB Council endorsed the following five key priorities as strategic priorities to influence the application of the strategy;

- a) Technology driven content classification.
- b) Consumer education (empower adults and protect children).
- c) Legislative review (platform neutral legislative regime).
- d) Local and International partnerships (to ensure better regulation of the web).
- e) Research, compliance monitoring and monitoring & evaluation to inform future priorities.
- f) Funding and resource mobilization.
- g) Integrate informal business into formal business.

## 2.5 Principles central to FPB Regulations

- a. Protection of children from early exposure to adult material and use in child pornography productions – child pornography punishable by law.
- b. Provide consumer advice on media content – ‘we inform, you choose’.
- c. 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 that are to be observed at all times and demonstrated by all employees in all its engagements with both internal and external stakeholders. The above principles are key determinants that are meant to enable effectiveness. The strategy will promote the following values;

- a) Accountability
- b) Human Dignity
- c) Social Justice
- d) Integrity
- e) Transparency
- f) Professionalism.

## 2.7 Legislative and other mandates

### 2.7.1 Constitutional mandates

The FPB does not have a direct constitutional mandate as 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 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 following provisions i.e. Sections 16, 28, 32 and 36 of the Constitution of the Republic of South Africa and 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, the right to human dignity and the right to freedom of choice.

Section 16 of the Constitution contains limitations to the right to freedom of speech, namely: propaganda for war; incitement of imminent violence; or advocacy of hatred that is based on race, ethnicity, gender or religion, and that constitutes incitement to cause harm.

These limitations can be found in numerous pieces of legislation issued 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 that every child will 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.

Moreover, the FPB's work is aligned to Outcome 14 of the National Development Plan, which seeks to achieve social cohesion and nation building. As a sub-outcome, fostering constitutional values forms part of what the FPB does in schools with its key messaging regarding cyber safety, which outlines the right to privacy and integrity.

### **2.7.2 Legislative mandates**

It is important to locate the role of the Film and Publication Board, as mandated through the Films and Publications Act of 1996 (as amended), in the context of a raft of legislation that is relevant and related to the business of the FPB. This section outlines the following pieces of legislation that form part of the FPB's mandate.

- Constitution of the Republic of South Africa
- Child Justice Act 75 of 2008
- Criminal Law (Sexual Offences and Related Matters) Amendment Act 32 of 2007 (for example Sections 10 and 19 of the Criminal Law Act (2007) and Section 15 of the Child Justice Act (2008).

The Protection of Personal Information Act proclaims that the right to privacy includes a right to protection against the unlawful collection, retention, dissemination and use of personal information (Poppi Act 4 of 2013). This Act has implications for the increasing incidences of online abuse, such as the so-called revenge porn, the distribution of explicit images of people without their consent and the distribution of cyber-bullying content - all of which manifest in multi-layered victimisation. Taking action against such abuse is within the mandate of the Film and Publication Board.

The Electronic Communications Act of 2005 as amended regulates electronic media, particularly in the milieu of media convergence. The Prevention and Combating of Trafficking in Persons Act, 2013 pronounces on the recruitment and exploitation of children in sex trafficking and in the production of pornography.

In pursuing its strategic vision, the FPB will be guided by these laws, while upholding the values of our constitution.

As a credible content classifier, the FPB is responsible for executing activities and initiatives aimed at successfully monitoring the creation, production, distribution and possession of legal adult entertainment, through the classification of the content of films, publications, interactive games.. 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 the empowerment of adults against exploitative and harmful material, and it thus plays a key leadership role in implementing anti-child pornography campaigns. The organisation operates in an environment that is largely influenced by rapid technological innovations in media communication channels and a proliferation of a variety of media platforms.

One of the FPB's challenges is occasioned by non-compliance and limitations on the technology platforms, of which the content is regulated or due for regulation. A key program 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, as the FPB is an implementing entity for the DoC.

### 3. Situation Analysis

The 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 will assist with implementation of the institutional mandate. Significant challenges over the five-year period for the FPB include the following:

- i. Inadequate research and industry-specific expertise.
- ii. Proliferation of content on various platforms (local and international) that are accessible to South African citizens, especially online and an increase in illegal content.
- iii. Cyber-safety as it relates to children and the regulation of new media and online platforms.
- iv. Increased emphasis on governance and compliance.
- v. Diversification of funding sources to meet an expanding mandate.
- vi. Buy-in of certain industry players to legislative review and amendments.
- vii. The absence of a monitoring and evaluation (M&E) system to monitor and measure the impact on the work of the FPB.

It is imperative that the above forms part of the priorities that the strategy seeks to address.

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

- 1) Priority areas for DoC alignment.
- 2) Long term strategy and policy discourse for online regulation.
- 3) Broader international cooperation and inter-governmental 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 is now in an ideal portfolio to actively advocate seamless and integrated content classification with other regulators that deal with content that the 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 to online platforms. According to research conducted by the FPB, there has been a steady increase in distributors moving to online distribution, but the major impediment to growth of the sector is the cost to downloading material by consumers. The FPB is in the process of setting up systems that will ensure that content is suitably categorised for the benefit of the consumer and prevent exposure of inappropriate material to children and sensitive consumers. It is important for us, as the regulator, to invest in research and development to ensure growth and market leadership.

Through various research initiatives, it was indicated that the implementation of the mandate is currently limited to physical or tangible forms of distribution 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.

#### Cyber safety

Although the FPB's 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 about responsible use of ICTs; secondly, adopt infrastructure that can assist in tracking and tracing child abuse images online.

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

The clandestine nature of child pornography also makes it very difficult for the general public to cooperate with the FPB and other law enforcement agencies in reporting and taking action on these horrendous crimes against children. This has necessitated an extensive cyber safety awareness campaign to 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. The FPB further uses its 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

Cyber security, also referred to as information technology security, is the body of technologies, processes and practices that are designed to protect networks, computers, programmes and data from attack, damage or unauthorized access. Cyber security is increasingly becoming a challenge, as governments the world over have to respond to it. Cyber security refers to protection of information on the internet, and employing best practice mechanisms to ensure security of information and transactions that occur daily on the World Wide Web.

The FPB plays a crucial role in the South African cyber safety strategy in terms of preventing the distribution of child pornography on the internet, as well as the protection of premature exposure of children to adult content. The cyber safety initiatives of the FPB are targeted at responding to child online cyber security initiatives.

The FPB cyber safety approaches include the monitoring and removal of inappropriate content from the internet. In order to achieve this, the FPB is taking great strides to upgrade its ICT infrastructure, in order to ensure that it is able to trace child pornography material on the internet. The organisation also takes a proactive approach through broad education of learners and members of the public.

The FPB continues to roll out consumer surveys across the country to review public views on FPB classification ratings. An internal FPB survey was carried out in 2014, in order to assess levels of convergence between societal values and norms and the ratings provided by the FPB, with the results showing a 73% convergence. It is the intention of the FPB to ensure that the gap between public perceptions of the FPB rating and the actual FPB rates / classification decision is narrowing, although this gap may never be eliminated completely.

The last three financial years also ushered in 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 categories and labelling material with FPB classification decisions, however no major changes were effected to the ratings. That being said, the FPB needs to look at a consumer-friendly labelling system. The consultative process for reviewing the guidelines surfaced the public's misunderstanding regarding which platforms the FPB is regulating, largely because broadcasters and 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 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 rapid turnaround on classification - especially as it is sometimes tied to a global release of certain titles of films, publications and games (FPGs).



An assessment of trends in institutions that are 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 were referred to law enforcement agencies for further action. This clearly indicates that there is a thin line between FPB operations and the overwhelming rate of piracy in the country. To assist in curbing piracy, FPB partnered with Southern African Federation against Copyright Theft, SAFCT whose mission is to “create an anti-counterfeiting climate in which the purchase, sale or possession of counterfeit goods is actively discouraged and intellectual property rights are respected”. The increase in the distribution of counterfeit films online is an increasing challenge that requires technologically savvy methods to enable organisations to reduce this problem in the market. According to SAFACT, South Africa is rated number 4 in the world in terms of people who download material from the internet illegally, with 12 million titles downloaded from South African IP addresses alone (SAFACT, 2014).

Illegal traders ought not to be confused with traders of pirated goods, as was evidenced in the FPB study on the prevalence of informal film distribution channels in South Africa. It was found that many informal traders, especially those with locally produced films, do not necessarily trade in pirated material. Many of them, particularly musicians, package their own DVDs for distribution. The main challenge that impedes them complying with the FP Act are the requirements for them to have a tax certificate and a registered company in order for them to register with the FPB.

## 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 a 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 becoming a paperless business environment. The FPB has started the process of automating some of its processes and in the future its focus will be on the integration of all systems to ensure a seamless organisation. The organization developed a knowledge management policy to comply with the National Archives Act and apply a seamless records management system.

Whilst the FPB's strategic goals remain based on 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 exponentially, meet its objectives and assure financial viability, good governance and risk management within the organisation.

The organisation has done well in ensuring that effective controls are put in place for transparency and accountability of the public funds for which it is responsible. The FPB is mainly funded by a government grant and regulation fees, and it has received an unqualified audit report for the past four 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 these changes, in order for it to be better positioned to efficiently regulate this growing and technologically advanced industry.

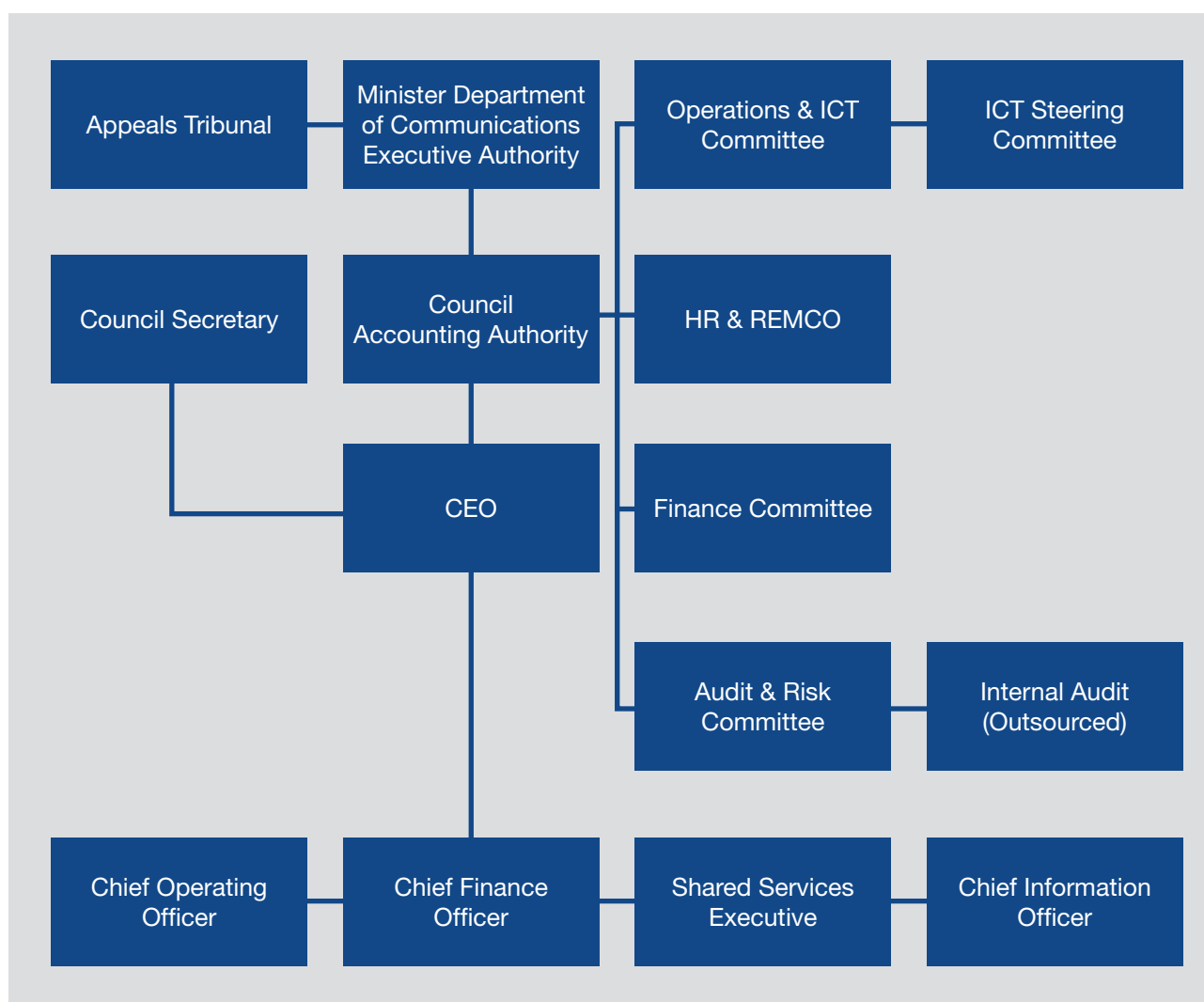
The main elements of this review therefore focus on affirmation of the FPB's regulatory role within a democratic context, the FPB's elevation of ICT as a significant pillar for online regulation, meeting the demands of technological advancement in South Africa and internationally, and finally an approach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

In an ever-changing environment, with continuous advances in technology, the FPB needs to keep abreast of these changes. There has to be a move towards obtaining high end technological systems to deal with the online space. As much as there are advances in technology in the space, the FPB has to ensure that its tools of the trade are in place, so as to ensure delivery of the mandate as a credible regulator.

## 5. Organisational Environment

### 5.1 Organisational Structure

The FPB Council has recently approved a turnaround strategy and proposed structure as indicated below. 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 the evaluation cycle, the FPB has followed the National Treasury framework for Strategic Plans and Annual Performance Plans.

This Strategic Plan includes strategically important outcome-orientated goals and objectives against which Council and Management can be measured by the Executive Authority and Parliament. Several planning sessions were held between Council and the management team of the FPB, to seek alignment on processes and plans for implementing the FPB mandate. Further consultation took place between the Executive Authority and the FPB Council for overall support.

## 6. Strategic Outcomes

### 6.1 FPB 5-Year Priorities: 2016/2017 - 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 FPB focuses on the following factors:

- 1) Strengthening partnerships to ensure that society accesses classified information, which provides clear consumer advice.
- 2) Researching and benchmarking measures to explore in order to improve operations.
- 3) In enhancing the effectiveness of the organization, the FPB will have to focus on forging partnerships with content developers and gaming developers, in order to improve the classification of games and content.

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

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

No.	Priority Thematic Area	Table heading	Table heading
1	Research, compliance, monitoring & evaluation	Inform future priorities; current decision-making and opportunities	Strategic 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 present high demand and capacity requirement for ICT development.

The five FPB strategic outcomes for the 2016/17 – 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, 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 of the FPB footprint and a qualitative impact made 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	<ul style="list-style-type: none"> <li>(i) Create an enabling IT environment conducive to the speedy and appropriate classification of content of FPGs through research and industry engagement.</li> <li>(ii) Roll out industry monitoring initiatives to ensure increased regulatory awareness and compliance by industry.</li> <li>(iii) Partner with industry, enforcement agencies, other regulators and relevant stakeholders locally and abroad to ensure regulatory effectiveness and efficiency.</li> </ul>
Programme	Industry compliance, Organizational Capacity and Capability

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 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 material.

The new-media platforms include distribution of content through mobile phones, the 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.

This programme also seeks to strengthen the FPB's research capacity to ensure that the FPB's regulations and awareness programmes are informed by the latest information and trends analysis. One of the highlights of this programme is a three-year MoU with the University of South Africa. This research partnership will see the development of classification as a formal professional qualification. This initiative aims to elevate the FPB to the first point-of-call in so far as content classification knowledge is concerned.

The programme has the following four 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.
- 3) Strategic Objective Three: Form and maintain national and international partnerships with key stakeholders, other regulators and law enforcement agencies for improved regulation.
- 4) Strategic Objective Four: Conduct industry research to enhance regulation.

SO1	Industry Compliance
Strategic Objective and Objective Statement	<p>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 an FPB rating, to ensure broad alignment between FPB classification decisions and societal norms and values.</p> <p>The objective is meant to measure the implementation of content regulation framework that ensures 100% classification and labelling of classifiable material submitted.</p> <p>This objective also ensures continuous evaluation of norms and values linked to FPB rating and ensuring alignment of FPB classification decisions and societal norms.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Classification of at least 97% of classifiable material submitted to the FPB annually.</li> <li>(ii) Amended legislation to regulate FPGs.</li> <li>(iii) 74% alignment between FPB classification decisions and societal norms and values.</li> </ul>
Resource Considerations	<p>The above programme requires a minimum of the following resources:</p> <ul style="list-style-type: none"> <li>(i) An adequate database of trained classifiers (at least 40).</li> <li>(ii) Gamers (at least 10).</li> <li>(iii) A fully constituted Appeals Tribunal (at least 9).</li> <li>(iv) Administrative staff as per the revised turnaround organisational structure.</li> <li>(v) Implementation of a call centre and customer relations management programme, as per the approved turnaround strategy.</li> <li>(vi) Relevant ICT systems and standard operating procedures, SOPs.</li> <li>(vii) Research capacity to conduct convergence surveys.</li> </ul>
Risk Description	<ul style="list-style-type: none"> <li>(i) Inappropriate regulation framework.</li> <li>(ii) Inappropriate classification and regulation of content of FPGs.</li> <li>(iii) Inability to classify and label submitted FPGs.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Insufficient capacity (classifiers, systems).</li> <li>(ii) Inappropriate / inadequate guidelines and legislation.</li> <li>(iii) Inappropriate / inadequate implementation of guidelines and legislation.</li> <li>(iv) Failure to effectively manage and control the use of the FPB brand.</li> <li>(v) Lack of industry understanding and knowledge.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) International benchmarking and public consultations on classification guidelines.</li> <li>(ii) Compliance matrix.</li> <li>(iii) Standard operating procedures.</li> <li>(iv) Co-regulation and partnerships to enhance capacity.</li> <li>(v) Classification quality assurance process.</li> <li>(vi) Annual gap analysis on legislation and guidelines and formal process to identify gaps in legislation.</li> <li>(vii) Registration of FPB logo as a registered trademark.</li> <li>(viii) Training of classifiers.</li> <li>(ix) Participation in industry-related conferences and activities.</li> </ul>

SO1	Industry Compliance
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To implement a content classification and labelling initiative (including industry regulation model and content labelling and verification).</li> <li>(ii) To review and gazette classification guidelines.</li> <li>(iii) To develop and implement a games classification system.</li> <li>(iv) To continuously evaluate the convergence of societal norms and values to FPB classification ratings.</li> <li>(v) To review the Films and Publications Act to appropriately regulate the FPG industries.</li> </ul>

SO1	Industry Compliance
Strategic Objective and Objective Statement	<p>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.</p> <p>This objective is meant to implement relevant initiatives geared towards ensuring at least 75% industry compliance through FPB's value chain including but not limited to content creators, producers and distributors.</p> <p>This objective's target is the year 2017.</p>
Baseline	<p>Implementation of enforcement initiatives as follows:</p> <ul style="list-style-type: none"> <li>(i) Identification of 2500 non-compliant distributors.</li> <li>(ii) Conduct 24 raids annually with law enforcement agencies across the country, to enforce compliance with the Act.</li> <li>(iii) Online compliance monitoring to ensure compliance and registration of 2500 online distributors.</li> <li>(iv) Identification and referral to SAPS of child pornography and child exploitation cases through INHOPE membership and fpb prochild website.</li> <li>(v) Targeted inspection of 6500 existing registered distributors, to ensure compliance with the Act.</li> </ul>
Resource Considerations	<p>Human Resources:</p> <ul style="list-style-type: none"> <li>(i) Compliance monitors (at least 15 – online and physical)</li> <li>(ii) Reporting facility (child pornography)</li> <li>(iii) Partnerships</li> </ul>
Risk Description	<ul style="list-style-type: none"> <li>(i) Failure to ensure effective monitoring of industry</li> <li>(ii) Failure to ensure industry compliance with applicable laws (Films and Publications Act)</li> <li>(iii) Fraud and corruption</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Inadequate awareness on the regulatory role of the FPB by industry players</li> <li>(ii) Inadequate capacity (staff and systems)</li> <li>(iii) Collusion between FPB staff with external agencies</li> <li>(iv) Inadequate supervision and monitoring</li> <li>(v) Insufficient regulatory powers to ensure effective monitoring</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) Fraud prevention plan</li> <li>(ii) SOPs</li> <li>(iii) Independent reviews and industry audits</li> <li>(iv) Partnerships with relevant regulators and law enforcement agencies and industry bodies</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) Implement initiatives geared towards distributor identification and registration</li> <li>(ii) Conduct compliance inspections and industry audits</li> <li>(iii) Implement initiatives to ensure cyber-safety / child online protection</li> </ul>

SO1	Industry Compliance
Strategic Objective and Objective Statement	<p>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).</p> <p>This objective is meant to form and maintain national and international partnerships with identified stakeholders including but not limited to regulators and law enforcement agencies.'</p> <p>The objective measures effectiveness, resourcing and enforcement through improved regulation.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Formalised partnerships with the following organisations: SAFACT, INHOPE, SABC, Child line, UNISA.</li> <li>(ii) Informal but cooperative relationships with SAPS, SARS, DoC, ICASA, BCCSA.</li> <li>(iii) Benchmarking and alignment with international regulatory and industry bodies - PEGI, ESRB, INHOPE.</li> </ul>
Resource Considerations	<ul style="list-style-type: none"> <li>(i) Dedicated partnerships unit.</li> <li>(ii) Resources to monitor / implement agreements with different agencies.</li> </ul>
Risk Description	Ineffective partnership programme implementation.
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Inability to attract and verify credible partners.</li> <li>(ii) Inadequate management of existing partnerships.</li> <li>(iii) Reluctance of relevant partners to formalise partnerships.</li> <li>(iv) Inadequate resources to partner with desired partners.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) Partnerships and sponsorship policy.</li> <li>(ii) Allocation of dedicated budget for strategic partnerships.</li> <li>(iii) Develop and implement stakeholder strategy.</li> <li>(iv) Regulator's forum.</li> <li>(v) Sign MoUs with partners.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To develop and implement strategic partnerships and a stakeholder relations strategy.</li> <li>(ii) Develop a plan for community media engagement with a rural bias.</li> <li>(iii) To establish regional (SADC) partnerships and ensure regulatory alignment.</li> <li>(iv) To pursue international regulatory alignment.</li> </ul>

SO1	Organisational Capacity and Capability
Strategic Objective and Objective Statement	<p>Conduct industry research to enhance regulation and monitoring industry trends.</p> <p>This objective is research centered and enhances regulation and monitoring of industry trends through an approved FPB research agenda.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Convergence surveys on classification guidelines</li> <li>(ii) Research reports on a variety of topics (Age-inappropriate media behaviour among digital natives of South Africa; Impact of harmful material on children; Life Orientation Teachers' research)</li> </ul>
Resource Considerations	(i) Human resources and financial resources to commission research.
Risk Description	<ul style="list-style-type: none"> <li>(i) Inadequate regulations (regulations out of touch with market trends and societal values).</li> <li>(ii) Inadequate understanding of the regulatory industry and its Needs.</li> <li>(i) Lack of Internet regulation and industry co-regulation.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Inadequate use of methodologies in data collection.</li> <li>(ii) Inadequate use of research results to inform regulation.</li> <li>(iii) Limited understanding of prevailing trends within the industry.</li> <li>(iv) Lack of financial and human resources to conduct regular market research surveys.</li> <li>(v) Lack of depth in the production of knowledge to inform FPB regulations.</li> </ul>



SO1	Organisational Capacity and Capability
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) Formulation of an annual research plan in line with regulatory requirements/needs (informed by the needs of core units).</li> <li>(ii) Appointment of competent service providers for the development of empirical data collection.</li> <li>(iii) Development of a service delivery model.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To develop an annual research plan.</li> <li>(ii) To implement research programmes to enhance online child protection measures.</li> <li>(iii) To conduct regular trend assessments on the latest trends in Industry that impact FPB regulations.</li> <li>(iv) To research the formulation of a seamless content regulation strategy.</li> <li>(v) To research the harmful impact of film visuals and games on the development of the child and general consumers.</li> </ul>

## 6.2 Strategic Outcome 2: Public Awareness and Consumer Education

Strategic Outcome Oriented Goal 2	Consumers, general members of the public and the industry are informed about the mandate of the FPB.
Goal Statements	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 ensuring compliance by the industry.
Programme	Public awareness and consumer education.

The FPB further seeks to protect children from exposure to harmful materials and the FP Act makes 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.

To achieve this, the FPB must embark on various initiatives 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. Key interactions with the community media development sector have begun. 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.

SO2	Public Awareness and Education
Strategic Objective and Objective Statement	<p>To inform consumers, society and industry about the FPB mandate and create a positive public image.</p> <p>This objective implements the FPB's high visibility, high impact communication strategy. The objective is linked to the FPB's mandate of informing consumers and protecting children against premature content exposure.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Consumer information labels (reach of film industry with cinemas).</li> <li>(ii) Roll-out of direct awareness programmes through the FPB's Outreach, Communications and Marketing Strategy.</li> <li>(iii) Indirect awareness programmes (through media, adverts, etc.) to reach 10 million South Africans.</li> <li>(iv) Roll-out of two national awareness programmes per annum targeting the industry and the public.</li> <li>(v) Positive public image: minimize negative reports received in the previous financial year through meaningful engagement with the industry and media.</li> </ul>



SO2	Public Awareness and Education
Resource Considerations	(i) Human and financial resources. (ii) Strategic partnerships.
Risk Description	(ii) Failure to ensure effective implementation of the mandate. (iii) Poor reputation of the FPB.
Contributing Factors	(i) Inadequate awareness and education of 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 a 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) Implement a community media plan. (v) To improve the 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 Statements	Improve administration capacity and capability, including industry-specific expertise, whilst enhancing the financial sustainability of the FPB.
Programme	(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 Human Resources, Finance, Administration and industry-specific expertise as key enablers for the FPB to achieve its mandate.

The DoC had undertaken to support exploration of a self-funding model for the FPB. The FPB hopes to develop a business model through extensive consultation in 2016-17. It is anticipated that the model will outline possible options for strengthening the FPB. The pre-condition to the implementation of the self-funding model is proper consultation with all parties, including Parliament, the DoC and National Treasury.

The programme also focuses on matters of funding to ensure sustainability of the FPB's operations with the core being diversification of revenue streams and the development of an innovative tariff structure.

The following potential revenue generations streams will be explored:

- Registration and Licensing of online content distributors.
- Registration of content producers, including broadcasters.
- Registration of all Internet service providers.
- Fines and penalties levied due to transgressions.

#### 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 the FPB revenue base by 4% through exploration of potential revenue generation streams and implement cost saving measures.

SO3	Organisational Capacity and Capability
Strategic Objective and Objective Statement	<p>Develop and maintain organisational capacity through the implementation of a turnaround strategy.</p> <p>The objective is based on the development of organizational capacity to meet the demands of the online environment. This entails capacitation and reskilling of the FPB workforce to respond to IT requirements of business.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Approved turnaround strategy.</li> <li>(ii) &gt;15% vacancy rate.</li> <li>(i) Approved communications strategy.</li> <li>(ii) Approved remuneration strategy.</li> <li>(iii) Approved enabling policies as per policy register.</li> <li>(iv) Newly-appointed classifiers.</li> </ul>
Resource Considerations	<ul style="list-style-type: none"> <li>(i) Human (migration to new structure) and financial resources.</li> <li>(ii) Systems and processes.</li> </ul>
Risk Description	<ul style="list-style-type: none"> <li>(i) Inadequate management of Human Resources.</li> <li>(ii) Adverse occupational health impact to employees.</li> <li>(iii) Poor implementation of the turnaround strategy.</li> <li>(iv) Lack of clarity on the powers of the Classification Committee.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Inadequate resources e.g. skills base.</li> <li>(ii) Inadequate recruitment processes.</li> <li>(iii) Lack of succession planning.</li> <li>(iv) Lack of training and development.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) Implementation plan for the turnaround strategy.</li> <li>(ii) Recruitment policy implementation.</li> <li>(iii) Approved Occupational Health and Safety policy.</li> <li>(iv) Monitor and evaluate turnaround projects.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To implement a turnaround strategy support programme based on review.</li> <li>(ii) To implement an HR Management Improvement and Compliance Programme.</li> <li>(iii) To implement a customer scarce skills development programme.</li> <li>(v) To implement the Internal Communications Project.</li> </ul>

SO3	Organisational Capacity and Capability
Strategic Objective and Objective Statement	<p>Increase the FPB revenue base by 4% through exploration of potential revenue generation streams and implement cost-saving measures.</p> <p>The objective seeks to improve revenue base, revenue generation patterns and continuously implement cost saving measures.</p>
Baseline	<p>(i) Revenue generated through government grants, registrations and classification.</p> <p>(ii) New financial model developed in line with the turnaround strategy.</p> <p>(iii) Fully resourced finance unit.</p>
Resource Considerations	(i) Human and financial resources.
Risk Description	<p>(i) Inadequate financial and supply chain management.</p> <p>(ii) Poor implementation of the turnaround strategy.</p> <p>(iii) Manual processing of documents.</p> <p>(iv) Lack of training in procurement practices in terms of legislation and best practice.</p> <p>(v) Inadequate legal support, especially in terms of contractual and procurement matters.</p> <p>(vi) Slow turnaround times.</p>
Contributing Factors	<p>(i) Inadequate budget management and controls.</p> <p>(ii) Inadequate procurement policies.</p> <p>(iii) Ineffective contract and supplier management.</p> <p>(iv) Inadequate and unsustainable sources of revenue.</p>
Risk Mitigation	<p>(i) Improved financial administration and management.</p> <p>(ii) Provide training and development programmes.</p> <p>(iii) Foster a culture of inter-departmental/unit cooperation.</p> <p>(iv) Improve operational efficiency.</p>
Strategic Initiatives	<p>(i) Revenue Model - to amend tariff fee structure.</p> <p>(ii) Identify and pursue diverse / new revenue generation sources.</p> <p>(iii) Review tariffs periodically.</p> <p>(iv) Realign budget to strategic objectives.</p>

## 6.4 Administration and Governance

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

Council has four committees:

- Operations and ICT
- Human Resources and Remuneration
- Finance
- 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 enhancing the functionality of the organisation, including decision-making and leadership processes.

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

SO3	Administration and Governance
Strategic Objective and Objective Statement	<p>To ensure effective and efficient administration of the FPB and compliance with applicable legislative and other requirements.</p> <p>The objective strives to link effective and efficient administration of the FPB with applicable legislation and other requirements.</p> <p>This is a compliance and governance driven objective.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Approved fraud prevention and response plan.</li> <li>(ii) Approved risk management strategy.</li> <li>(iii) Approved organisational performance management and Reporting.</li> <li>(iv) Approved compliance matrix.</li> <li>(v) Approved governance framework.</li> <li>(vi) Approved Council and Committee Charters.</li> </ul>
Resource Considerations	(i) Dedicated resources for governance and risk management.
Risk Description	<ul style="list-style-type: none"> <li>(i) Poor reputation of the FPB.</li> <li>(ii) Fraud and corruption.</li> <li>(iii) Monitoring and evaluation.</li> <li>(iv) Low staff morale.</li> <li>(v) High staff turnover.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Non-compliance with laws, regulations and organisational policies.</li> <li>(ii) Poor service delivery.</li> <li>(iii) Silo syndrome amongst business units.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) Compliance matrix.</li> <li>(ii) Fraud Prevention Plan.</li> <li>(iii) Integrate systems.</li> <li>(iv) Service delivery model.</li> <li>(v) Incentivise innovation.</li> <li>(vi) Payment of market-related salaries.</li> <li>(viii) Occupation-specific dispensation for a particular category of employees.</li> <li>(ix) Periodic assessment and appraisal of the strategic risk register.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To develop and implement an Organisational Compliance and Risk Strategy.</li> <li>(ii) Management Strategy (includes fraud prevention and response, business continuity management and disaster recovery).</li> <li>(iii) To implement an organisational performance planning, management and reporting initiative, including automation of processes.</li> <li>(iii) To implement relevant finance and supply chain management initiatives.</li> <li>(v) To develop and implement information security measures.</li> <li>(vi) To strengthen the role of the legal support and facilities management units.</li> </ul>

## 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 Statements	Establish an efficient and effective online and new media content regulatory strategy for the country.
Programme	(i) Online and mobile content regulation. (ii) Organisational efficiency.

The current procedures of the FPB focus on submission of physical material that 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 for online content regulation is a recent strategic initiative that can be linked to emerging threats of cyber security and piracy.

The FPB continues to have limited capacity and procedures for the regulation of content distributed online and using mobile platforms, and the need for a specific 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 that 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. This entailed setting up the infrastructure necessary for effective regulation of the Internet, recognising: the global accessibility of this type of content, the volumes of the content that make it impossible to classify this content using traditional mechanisms of classification of content; the proliferation of user-generated content; the convergence of technology, which means similar types of content are available on different platforms.

The programme also aims to refocus the FPB's internal capacity and, in particular, address matters related to IT through movement of the FPB's core processes from paper to electronic format to enhance integrity, speed and reliability of FPB's core functions.

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:** Adopt and apply advanced ICT technologies for purposes of automating the core functions of the organisation.

SO4	Online and Mobile Content Regulation
Strategic Objective and Objective Statement	<p>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.</p> <p>The objective seeks to put emphasis on the growth of online, mobile and related platforms in the business operations of the FPB.</p> <p>This is targeted for 2017 and will ensure 100% classification and labelling of content in these platforms.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Gap analysis of legislation to identify gaps in the regulation of online, mobile and related platforms.</li> <li>(ii) Proposed amendments to existing legislation, penalties and labelling system.</li> <li>(iii) Draft Online Content Regulation Policy.</li> <li>(iv) Approved online content regulation strategy.</li> </ul>

SO4	Online and Mobile Content Regulation
Resource Considerations	<ul style="list-style-type: none"> <li>(i) Infrastructure for effective Internet regulation.</li> <li>(ii) Skilled human capital and financial resources.</li> </ul>
Risk Description (5)	<ul style="list-style-type: none"> <li>(i) Inadequate regulation of content of FPGs distributed via online platforms.</li> <li>(ii) Poor reputation of the FPB.</li> <li>(iii) Gaps in current regulations.</li> <li>(iv) Delay in the approval of proposed amendments.</li> <li>(i) Different interpretations of legislation.</li> <li>(ii) Inadequate IT infrastructure for online content regulation and compliance monitoring.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>(i) Insufficient resources.</li> <li>(ii) Inappropriate/inadequate guidelines, regulations and Legislation.</li> <li>(iii) Inappropriate/inadequate implementation of guidelines and Legislation.</li> <li>(iv) Absence of an Internet regulation strategy.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>(i) International benchmarking of regulations of online, mobile and related platforms.</li> <li>(ii) Amend legislation and conduct research to keep abreast of vulnerable driving forces in the industry.</li> <li>(iii) Inadequate IT infrastructure for online content regulation and compliance monitoring.</li> <li>(iv) Adequate funding for the set goal and programmes contained in the Online Content Regulation Strategy.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>(i) To develop and implement an online content regulation strategy and framework.</li> <li>(ii) Implement programmes to ensure cyber safety/child online protection.</li> <li>(iii) Ensure anti-piracy programmes are in place.</li> </ul>

SO4	Organisational Efficiencies
Strategic Objective and Objective Statement	To adopt and apply advanced ICT technologies for the automation of the core functions of the organisation.  The objective deals with automation of business processes for 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.
Contributing 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 an enterprise content management system. (iv) Development of universal portal.
Strategic Initiatives	(i) Upgrade of ICT infrastructure. (ii) Implementation of systems integration project. (iii) Implementation of business process automation programme.

## 6.6 Strategic Outcome 5: Partnerships and collaborations

Strategic Outcome Oriented Goal 5	Expand FPB footprint through effective partnerships and stakeholder relationships in pursuance of our mandate.
Goal Statements	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 is a new technology trend enabled by the digitisation of media content, widespread availability of high-speed broadband connections and the proliferation of Internet-enabled devices. It has fundamentally transformed the way media content is distributed and consumed, not only in SA but also globally. Whilst digitisation has brought positive outcomes in that consumers can now access media content across geographic boundaries, anytime, anywhere and however they want, child trafficking and child pornography is also on the increase. In keeping with these technological advancements and in order to intensify the war against cyber crime, child trafficking and child pornography, the FPB has adopted a regulatory approach that takes cognisance of the need for partnerships and co-regulatory arrangements between itself and industry, in order to ensure content classification, compliance monitoring and education campaigns.

The FPB has created longstanding partnerships with stakeholders from the various sectors over the years and the programme will also focus on maintaining these partnerships. The FPB has a stakeholder engagement plan to ensure that the organisation: receives value from the partnerships; forges new partnerships that will give the FPB access to a wider audience, business intelligence and expand its footprint in the country and abroad. This programme focuses on both international and national partnerships and will also seek to enhance organisational partnerships and collaboration through the development and implementation of a stakeholder management strategy; this will allow for the impact of existing partnerships to be evaluated prior to extending existing partnerships.

SO5	Partnerships and Collaborations
Strategic Objective and Objective Statement	<p>Expand the footprint of the FPB through partnerships and stakeholder relationships in pursuance of our mandate.</p> <p>The objective is meant to pursue traceable influence of the FPB with stakeholders through partnerships.</p> <p>This objective will plot the FPB's initiatives in the country, the region and continent.</p>
Baseline	<ul style="list-style-type: none"> <li>(i) Partnership agreements and MoUs in place.</li> <li>(ii) Impact of current partnerships.</li> <li>(iii) Stakeholder engagement strategy.</li> <li>(iv) International collaborations.</li> </ul>
Resource Considerations	(vi) Skilled Human Resources, Communications Strategy and Strategic Partnership Coordinator.
Risk Description	<ul style="list-style-type: none"> <li>(vii) Reputation risk.</li> <li>(viii) Impact risk.</li> <li>(ix) Financial risk.</li> </ul>
Contributing Factors	<ul style="list-style-type: none"> <li>• Management skills.</li> <li>• Venture creation.</li> </ul>
Risk Mitigation	<ul style="list-style-type: none"> <li>• Stakeholder Management Plan.</li> <li>• Impact assessment tool.</li> </ul>
Strategic Initiatives	<ul style="list-style-type: none"> <li>• Expand existing partnerships with film commissions, industry self regulatory bodies and industry regulators.</li> <li>• Increase international collaborations and partnerships.</li> <li>• Review existing MoUs.</li> <li>• Conduct an impact assessment of key partnerships.</li> <li>• Industry awards and incentives.</li> </ul>



## 7. 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 are effective, efficient and sustainable. M&E is important 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 or not 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 and replicated, and challenges to be addressed. The FPB is in the process of developing an outcomes based M&E system in line with the priorities of the South African Government. For purposes of this strategy, the FPB Council has identified three (3) high-level outcome indicators that will be measured to assess the effectiveness of FPB programmes. The high-level indicators include:

1. Levels of distributor compliance.
2. Levels of consumer awareness and behaviour 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. FPB's management has assessed the implementation of the strategy for the past two years and has decided to adopt this approach annually.

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

In addition, the FPB has a Performance Information Reporting Policy in place that will help facilitate monitoring and evaluation in the organization. The policy seeks to ensure evidence-based decision-making and future planning. It is, however, important that the FPB considers establishing a dedicated M&E unit with sufficient capacity for it to be able to implement an effective M&E system. As a measure of return on investment, the M&E and Finance Units will have to introduce impact assessments on projects undertaken by the organization.

## 8. Expenditure Trends

The FPB'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 renewal 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 relationships with international organisations such as the International Association of Internet Hotlines.

### 8.1. Funding Requirements over MTEF period

In order for the FPB to meet its mandate, the financial resources allocated for the medium term, in accordance with the MTEF, are as follows:

**Table 3.2 Film and Publication Board expenditure trends and estimates by programme/objective/activity**

R thousand	Audited outcome			Revised estimate	Medium-term expenditure estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Capacity, Capability and Sustainability (SO3)	53 037	54 274	53 938	57 597	67 407	75 160	79 771
Industry Compliance (SO1)	7 851	9 507	10 541	10 891	10 747	10 822	11 393
Public Awareness and Education (SO2)	23 135	9 507	10 541	10 891	3 700	5 196	5 540
Online and mobile content regulation (SO 4)	926	1 838	7 906	8 168	8 798	7 467	7 793
Partnerships and Collaborations (SO5)	2 540	1 581	6 149	6 353	3 604	1 359	1 443
<b>Total</b>	<b>87 489</b>	<b>76 707</b>	<b>89 075</b>	<b>93 900</b>	<b>94 256</b>	<b>100 004</b>	<b>105 940</b>

Statement of financial performance R thousand	Audited outcome			Revised estimate	Medium-term expenditure estimate		
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
<b>Revenue</b>							
Non-tax revenue	5 896	4 439	7 940	6 133	7 784	8 320	8 938
Transfers received	69 835	82 675	78 901	82 359	86 472	91 684	97 002
<b>Total revenue</b>	<b>75 731</b>	<b>87 114</b>	<b>86 841</b>	<b>88 492</b>	<b>94 256</b>	<b>100 004</b>	<b>105 940</b>
<b>Expenses</b>							
<b>Current expenses</b>	<b>87 489</b>	<b>81 680</b>	<b>81 235</b>	<b>88 492</b>	<b>94 256</b>	<b>100 004</b>	<b>105 940</b>
Compensation of employees	31 299	36 116	41 799	40 153	50 955	51 610	54 947
Goods and services	53 522	42 381	36 256	45 156	43 301	48 394	50 993
Depreciation	2 668	3 183	3 077	3 183	-	-	-
Interest, dividends and rent on land	-	-	103	-	-	-	-
<b>Total expenses</b>	<b>87 489</b>	<b>81 680</b>	<b>81 235</b>	<b>88 492</b>	<b>94 256</b>	<b>100 004</b>	<b>105 940</b>
<b>Surplus/(Deficit)</b>	<b>(11 758)</b>	<b>5 434</b>	<b>5 606</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Note that the budget above is on a cash basis and does not account for non cash entries such as depreciation and minor capital expenditure.

The FPB's baseline allocation is based on the organizational strategy plan; the five-year strategic plan outlines all projects to be implemented during the MTEF period. Each business unit at the FPB submitted a business plan that indicates projects to be implemented over the MTEF period, with costs allocated to each project; these were linked to the organizational annual performance plan.

The current baseline does not allow any opportunity for additional new programmes. Reprioritization in this instance would require the FPB to abandon certain ongoing projects in favour of new ones identified by Council and approved by the Executive Authority during strategic planning processes.

### Online regulation strategy funding requirements

Implementation of the online regulation strategy comes with significant funding challenges, especially in terms of ICT. These technologies are essential in the classification of information distributed online.

The proposals could not be fully funded through reprioritisation of the current baseline, because the FPB's grant allocation was decreased from the 2015-2016 to the 2016-2017 financial year. Internal revenue is not sufficient to cover the new infrastructure requirements. The additional funding requirements for successful implementation of the online regulation strategy were forwarded to the DoC during the MTEF submission process in the 2015-2016 year. The table below illustrates the additional funding requirements per strategic objective over the MTEF, funding the communications strategy, human resource capacity requirements as well as ICT infrastructure and maintenance:

Operating and Capital Expenditure	2016-2017	2017-2018	2018-2019	2019-2020
	BUDGET '000	BUDGET '000	BUDGET '000	BUDGET '000
SO 2 - Public Awareness and Education Additional Funding for Public Awareness and Education	R 10 100	R 11 300	R 11 700	R 12 000
SO 3 - Organisational Capacity and Capability Capacity for Implementation of Online Regulation Strategy	R 7 875	R 3 075	R 3 075	R 3 075
SO 4 - Online and Mobile Content Regulation Additional Funding for Online Content Regulation	R 20 500	R 17 000	R 11 800	R 13 200
<b>TOTAL OPERATING AND CAPITAL EXPENDITURE</b>	<b>R 38 475</b>	<b>R 31 375</b>	<b>R 26 575</b>	<b>R 28 275</b>

# Part B: Annexures

# Strategic Overview

The FPB's 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 required to evaluate and update the Authority's Strategic Plan. The five (5) year Strategic Plan, Annexure A, is supported by the Authority's APP strategic targets over the MTEF period and Annual Performance Plan 2016/2017.

## Annexure A: Annual Performance Plan 2016/2017

The Annual Performance Plan (APP) addresses the FPB mandate and the strategic objectives. These objectives are meant to be met through an inextricable collaboration of the following;

1. FPB Management
2. FPB Council
3. Department of Communications

The APP is target orientated therefore aims at achieving the following;

- (i) Maximise tangible, visible and impactful institutional performance to engender a successful execution of the FPB mandate.
- (ii) Creation of conducive conditions that nurture content classification guidelines implementation through informing of consumers.
- (iii) Monitoring of compliance with legal frameworks governing the FPB.
- (iv) Institutional compliance to state legislation and other corporate governance guidelines and regulations (Treasury Regulations, King 111, Public Service Act of 1994, Public Finance Management Act of 1999, Films and Publications Act and the Constitution etc).

## Annexure B: Five Year Rolling Plan

The strategic plan constitutes a response to broad and mandatory elements prescribed in the FP Act. The plan is aligned to the Annual Performance Plan (APP). In implementing the Strategic Plan and the APP, the FPB will lay a foundation for the medium term plan through a specific focus on the following programs;

- (i) Industry Compliance
- (ii) Organizational Capacity and Capability
- (iii) Public Awareness and Education
- (iv) Administration and Governance
- (v) Online and Mobile Content Regulation
- (vi) Partnerships and Collaborations

## Annexure C: Technical Indicator Descriptions

The Technical Indicator Descriptions facilitate consistency and understanding in the execution and measurement of performance indicators. According to, "The Framework for Strategic Plans and Annual Performance Plans", a technical indicator description must be completed for each performance indicator. These provide support, clarity and context of planning which informed the Annual Performance Plan.

## Annexure D: Materiality and Significance Framework

For purposes of material (section 50(1)(c) and 66(1) of the PFMA) and significant (section 54(2) of PFMA), the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors".

Materiality refers to the extent or nature of a misrepresentation/omission of financial or operating information which, individually or collectively, can in the light of surrounding circumstances cause the judgement or decision of a reasonably person be influenced by such misrepresentation when making a decision of the said information.

The purpose of materiality and significance framework is:

- a. To establish a threshold/framework within which the Board of FPB can effectively discharge its management and reporting responsibilities emanating from the specific sections of the PFMA.
- b. It will also assist the Board of FPB to design, develop and implement a proper (reasonable) framework of policies, procedures and controls to effectively manage business risk.
- c. The framework will also help the Board of FPB to establish proper structures of Accountability to the Executive Authority and proper delegation of authority to executive management within the FPB.

## Annexure A: Annual Performance Plan 2016/2017

SO1

Strategic Outcome 1	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	Number of games reviewed on FPB ONLINE	Implement a Content regulation framework that ensures 100% classification and labelling of classifiable material submitted; whilst ensuring broad convergence with societal norms and values	To implement a Content Classification and labelling system (includes, industry regulation model and content labelling and verification)	Implement Automated Processes	
		Number of report captured on system by all Classifiers & QA's				
		Number of games audited			Conduct FPB Online industry Audits	
		% content classified			Classify 100% of submission	
		Levels of adherence to Classification Governance Framework			Review Classification Governance Framework	
		Number of trained classifiers			Implementation of Classifier's and Contracted Online distributors training program	
		Number of material labelled			Approved feasibility study on labelling system	
		Number of people in attendance at public dialogues			Approval and Implementation of the online policy	
					Classification by industry using the IARC system	

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Implement Automated Process	Ensure a fully functional FPB ONLINE, and ERMS System  Develop a compliance monitoring reporting system	Ensure a fully functional FPB ONLINE and ERMS System  Conduct Tests and Pilot the compliance monitoring reporting system	Ensure a fully functional FPB ONLINE and ERMS System  Implement the compliance monitoring reporting system	Ensure a fully functional FPB ONLINE and ERMS System  Review the effectiveness of the compliance monitoring reporting system
		All QAs, Chief Classifier and classifier reports captured electronically on ERMS	All QAs, Chief Classifier and classifier reports captured electronically on ERMS	All QAs, Chief Classifier and classifier reports captured electronically on ERMS	All QAs, Chief Classifier and classifier reports captured electronically on ERMS
	Conduct a Review of the FPB ONLINE Audit Process	Conduct consultations with gaming industry on post 2014/15 Audits	Review and finalise the game audit model	Implement the reviewed games audit model	Implement the reviewed games audit model
	Classify 100% of legible submissions	Classify 100% of all submitted legible submissions	Classify 100% of all submitted legible submissions	Classify 100% of all submitted legible submissions	Classify 100% of all submitted legible submissions
	Implement Classification Governance Framework	Implement and Monitor the Classification Governance Framework	Implement and Monitor the Classification Governance Framework	Implement and Monitor the Classification Governance Framework	Implement and Monitor the Classification Governance Framework
	Roll out the classification training manual to all classifiers and contracted online distributors	Roll out the classification training manual to all classifiers and contracted online distributors	Roll out the classification training manual to all classifiers and contracted online distributors	Conduct an impact assessment study on the effectiveness of the training workshops	Unavailability of distributors for training
	Review and approval of the labelling system	Review the labelling system and incorporation of final industry inputs	Ensure approval of the labelling plan by Council	Implement the approved labelling plan	Implement the approved labelling plan
	Approval and Implementation of the online policy	Online Policy approved by Council	Public dialogues and marketing of the Online Regulation Policy	Review and monitoring of steps taken by online distributors in contemplation of full implementation of the Policy on 31 March 2016	Review and monitoring of steps taken by online distributors in contemplation of full implementation of the Policy on 31 March 2016
	Review and Implement online and classification tools for online games and apps classification by industry.	Attend the International Apps Rating Coalition conference, workshops and AGM, and pursue FPB membership	Maintain relationship with IARC and participate in all programmes for online games and apps classification.	Maintain relationships IARC and elicit their inputs on FPB Draft revised fees structure and tariff.  All recommendations implemented in terms of the approved implementation plan	Development and approval by Council of FPB IARC membership position paper.

## Annexure A: Annual Performance Plan 2016/2017

SO1 continued...

Strategic Outcome 1	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance		Implement a Content regulation framework that ensures 100% classification and labelling of classifiable material submitted; whilst ensuring broad convergence with societal norms and values	2) To Review and gazette classification guidelines	Conduct study on impact of media on children and implement Guidelines	
		Number of convergence surveys conducted		3) To continuously evaluate the convergence of societal norms and values to FPB classification ratings	Convergence Surveys and stakeholder engagements- 7500 participants	
		Number of focus groups held				
				4) To review Fees Structure and Tariff for registration, classification and penalties for non compliance with the Films and Publications Act	Implement revised fees tariff and ensure compliance to FP Act	
				5) To review Films and Publications Act to appropriately regulate the FPGs industries	Implement regulation and ensure compliance to FP Act	
		Number of unregistered distributors identified	Implement relevant initiatives geared towards ensuring at least 75% industry compliance including extending compliance monitoring initiatives throughout the value chain of production, creation, distribution of the FPGs by 2017	To implement measures to ensure Compliance with the Films and Publications Act, by the FPGs industry	Identification of Unregistered distributors on physical platforms	



	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Implementation of Internationally reviewed guidelines (To be rephrased as: Implementation of reviewed guidelines)	Develop Classification Guidelines review plan	Implement review plan	Implement review plan	Implement review plan
	'Conduct convergence surveys - 1000 respondents	No activity	Design Convergence survey project plan Project roll out as per plan	Analysis and report of survey findings	No activity
	Conduct 4 focus groups to assess implementation of guidelines	<ul style="list-style-type: none"> <li>Develop focus group project plan</li> <li>Convene 1 Focus Group</li> <li>Compile focus group report with key findings</li> </ul>	<ul style="list-style-type: none"> <li>Develop focus group project plan</li> <li>Convene 1 Focus Group</li> <li>Compile focus group report with key findings</li> </ul>	<ul style="list-style-type: none"> <li>Develop focus group project plan</li> <li>Convene 1 Focus Group</li> <li>Compile focus group report with key findings</li> </ul>	<ul style="list-style-type: none"> <li>Develop focus group project plan</li> <li>Convene 1 Focus Group</li> <li>Compile focus group report with key findings</li> </ul>
	Develop and Implement revised fees structure & tariff for physical and online content regulation and classification	<p>Commission a study on the appropriate fees structure and tariff for physical and online content regulation and develop a draft Fees structure &amp; Tariff</p> <p>Draft fees structure and Tariff approved by Council.</p>	Consultation with industry on the approved Draft & fees tariff for inputs and comments	Consolidate industry inputs and comments	Final fees structure & Tariff approved by Council & submitted to Minister for approval
	Implement regulation and ensure compliance to FP Act	Quarterly meetings with the Department of Communications to engage on the progress of the Bill.	Quarterly meetings with the Department of Communications to engage on the progress of the Bill.	Quarterly meetings with the Department of Communications to engage on the progress of the Bill.	Quarterly meetings with the Department of Communications to engage on the progress of the Bill.
	Identification of unregistered distributors on physical platforms:2000	Identification of unregistered distributors on physical platforms:500	Identification of unregistered distributors on physical platforms:500	Identification of unregistered distributors on physical platforms:500	Identification of unregistered distributors on physical platforms:500
	Conversion of distributors on physical platforms:25% of unregistered	Identification of new distributors:160	Identification of new distributors:160	Identification of new distributors:160	Identification of new distributors:160

## Annexure A: Annual Performance Plan 2016/2017

SO1 continued...

Strategic Outcome 1	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	Number of new distributors identified				
		Number of raids conducted			Conduct Raids with Law enforcement to enforce compliance with the Act	
		Number of inspections				
		Level of KIM Compliance	Develop and implement a compliant Knowledge Management System	To develop a compliant KIM system	Implementation of Policy, appointment of KM champions	
		<ul style="list-style-type: none"> <li>Volume of documents approved for off site storage</li> <li>Volume of documents destructed</li> </ul>			Approved Records Management Policy	
		Approved research agenda	Conduct industry research to enhance regulation	To mplement research programs to inform regulation policy	<ul style="list-style-type: none"> <li>Annual Research Agenda</li> <li>Rollout of research programs</li> </ul>	
					Partnership with UNISA Bureau for Market Research	
		Number of people accessing hub			<ul style="list-style-type: none"> <li>Info Hub Concept, note project plan, and governance framework</li> <li>Potential Partner consultation</li> </ul>	
		Number of partners placing content in hub				

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Online compliance monitoring to ensure compliance of 2500 online distributors	Online Inspections: 160 ISP Inspections: 160 iTunes Inspections: 160 Social Networks: 160	Online Inspections: 160 ISP Inspections: 160 iTunes Inspections: 160 Social Networks: 160	Online Inspections:160 ISP Inspections:160 iTunes Inpsctions:160 Social Networks: 160	Online Inspections: 160 ISP Inspections: 160 iTunes Inspections: 160 Social Networks: 160
	Conduct 24 Raids with Law enforcement to enforce compliance with the Act	Conduct 6 Raids (2 in each region) with the approved cooperation of LEA's	Conduct 6 Raids (2 in each region) with the approved cooperation of LEA's	Conduct 6 Raids (2 in each region) with the approved cooperation of LEA's	Conduct 6 Raids (2 in each region) with the approved cooperation of LEA's
	Inspection of existing distributors (Targeted) to physical platforms:6000	Inspections to existing distributors :1400	Inspections to existing distributors:1600	Inspections to existing distributors:1400	Inspections to existing distributors :1600
	Implement a training program for KM Champions and staff	Develop KM Training program and manual for staff and KM champions	Implement training program	Implement training program	Implement training program
	Implement an off-site storage and document destruction project	Develop project plan for offsite storage and document destruction of organisational documents	Implement Project Plan	Finalise project plan	Monitor compliance to Records management policy
	Compile and Annual Research Agenda	<ul style="list-style-type: none"> <li>Develop and distribute questionnaire to Council; Exco and Management</li> <li>Collate and Analyse feedback from Council; Exco and Management</li> </ul>	Design a Research plan; based on the feedback received	Rollout of Research plan	Rollout of Research plan
	Partner with at least 2 universities to leverage research capacity and assist with FPB knowledge creation	<ul style="list-style-type: none"> <li>Develop Terms of Reference for proposed partnerships</li> <li>Make a call for proposals from Universities in South Africa</li> </ul>	Draft MoU and sign off with identified universities	Implement MoU	Implement MoU
	Info Hub marketing and maintenance	Implement Info Hub Marketing Plan	Implement Info Hub Marketing Plan	Implement Info Hub Marketing Plan	Implement Info Hub Marketing Plan

## Annexure A: Annual Performance Plan 2016/2017

SO2

Strategic Outcome 2	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Consumers, general members of the public and industry informed about the mandate of the FPB	Branding and marketing	Number of people reached through Marketing, media, digital and outreach	To meet the social cohesion imperative by informing consumers, society and industry	To develop and position the FPB's brand and corporate identity	Improve FPB brand identity	
		Number of people through external newsletters				
		Number of opinion pieces published		To improve FPB's relationship with the media	Develop media relations plan for FPB programmes and Units. Opinion pieces written and pitched to media.	
		Number of media dialogues hosted			2 media dialogues hosted, 4 TV features and 4 Radio features	
	Public education and awareness	Number of TV interviews broadcast			7 television interviews secured in broadcast media 15 print/online articles	
		Number of outreach activities and people reached		Campaigns and Community outreach	Develop and implement outreach and public education campaigns. Leverage stakeholder events, industry conferences & exhibitions, film festivals, music festival, creative arts, activations.	
		Increase in percentage on social media platforms		To improve FPB's digital and social media platforms	Develop and implement digital and social media strategy. Increase Face book fans by 20 % Increase Twitter followers by 20 %	
		No of internal newsletters produced No of staff workshops		To implement the Internal Communications Projects	Establish a PR/ Marketing Agency for high visibility, high impact	

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	*Issue 4 quarterly external newsletter copies (The Scene)	*Issue 4 quarterly external newsletter copies (The Scene)	*Implement approved marketing, media, digital and outreach plans *Issue external newsletter	*Implement approved marketing, media, digital and outreach plans *Issue external newsletter	*Implement approved marketing, media, digital and outreach plans *Issue external newsletter
	Develop media relations plan for FPB programmes and Units	Develop media relations plan for FPB programmes and Units	Implement approved media relations strategy  1 opinion piece written	Implement approved media relations strategy	Implement approved media relations strategy  1 opinion piece written
	4 media dialogues hosted	1 Media dialogue hosted	1 Media dialogue hosted	1 Media dialogue hosted	1 Media dialogue hosted
	*10 television interviews conducted *15 Radio interviews conducted *20 print/online articles	*3 television interview secured *5 radio interviews *7 print /online article	*2 television interview secured *3 radio interviews *3 print /online article	*3 television interview secured *4 radio interviews *7 print /online article	*2 television interview secured *3 radio interviews *3 print /online article
	*Develop and implement outreach and public education campaigns *Support Minister and CEO's engagements *Participate in National Days Exhibitions	*Develop and implement outreach and public education plan for approval *Compile outreach and public education M&E report	*Implement approved outreach and public education plan *Compile outreach and public education M&E report	*Implement approved outreach and public education plan *Compile outreach and public education M&E report	*Implement approved outreach and public education plan *Compile outreach and public education M&E report
	*Develop digital media plan for approval *Increase social media numbers by 5% *Compile quarterly digital Media M&E report	*Develop digital media plan for approval *Increase social media numbers by 5% *Compile quarterly digital Media M&E report	*Implement approved digital media plan *Increase social media numbers by 5% *Compile quarterly digital Media M&E report	*Implement approved digital media plan *Increase social media numbers by 5% *Compile quarterly digital Media M&E report	*Implement approved digital media plan *Increase social media numbers by 5% *Compile quarterly digital Media M&E report
	*Implement approved Internal Communications Plan *Issue 6 bi-monthly internal newsletter copies of (The Script)	*Issue 1 internal newsletter *Convene quarterly staff workshop	*Issue 2 internal newsletter *Convene quarterly staff workshop	*Issue 1 internal newsletter *Convene quarterly staff workshop	* Issue 2 internal newsletter *Convene quarterly staff workshop

## Annexure A: Annual Performance Plan 2016/2017

SO3

Strategic Outcome 3	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and efficient management of FPB Operations	Organisational Capacity Capability	Level of Implementation of Council Approved structure	Develop and maintain organisational capacity through implementation of the turnaround strategy	To implement TURNAROUND SUPPORT PROGRAMME	2011 TA Structure implemented.	
		% change in turnover rate			Additional posts identified and submitted to council for approval.	
		% Change in remuneration			Implement Remuneration Strategy	
		Number of Job Grades reviewed			<ul style="list-style-type: none"> <li>Competitive FPB Remuneration Strategy and Policy supporting the FPB Turnaround Structure.</li> </ul>	
		Levels of Implementation of Change Management Program				
				To develop and implement Skills Plan	Implement organisational skills plan	
					To identify critical posts in the FPB Structure and ensure that contingencies are in place for relief and internal promotion.	
				To implement HR management improvement and compliance programme	FPB Strategy implementation	

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Review and implement approved FPB Structure changes	Conduct analysis on FPB Structure. Analysis and Review.  Ongoing recruitment in response to general turnover trends.	Approval for proposed FPB Structure.  Ongoing recruitment in response to general turnover trends.	Implement approved FPB Structure.  Ongoing recruitment in response to general turnover trends.	Preparation of Annual Review structure.  Ongoing recruitment in response to general turnover trends.
	Implement Remuneration Strategy - Implement Multiyear Agreement. Pay Progression.	Job Profile Reviews.  Remuneration Adjustments negotiated and implemented.	2016/17 Pay scales implemented.  Job Grading - all posts. (total FPB review)	Remuneration review Analysis.  Employee Benefits Review.	Annual Salary Negotiations with Union (2017/18).  Preparations for 2017/18 pay scales.
	Revise, implement and evaluate change management programme.	Follow Up Employee Satisfaction Survey. Continue team based coaching. Workshop on values, diversity and social co-hesion.	Develop Organisational Culture program.  Continue team based coaching. (values and diversity)	Implement Organisational Culture program.  Continue team based coaching. (values and diversity)	Review of Organisational Culture Program.  E-evaluate efficiency of team based coaching.
	Implement organisational skills plan	Implement Workplace Skills Plan 2016/17	Implement Workplace Skills Plan 2016/17	Implement Workplace Skills Plan 2016/17	Review of Workplace Skills Plan.  Compile Annual training Report.  Signed PDP's for 2017/18 WSP  Call for 2017/18 Educational Assistance Applications.  Submission of Workplace Skills Plan to SETA.
	Implement and revise approved Succession plan	Implement Succession plan	Implement Succession plan	Implement Succession plan	Review effectiveness of implemented succession plan
	Approved FPB HR Strategy implementation	Review the HR Strategy	Approval of revised HR Strategy	Implementation of revised HR Strategy	Implementation of revised HR Strategy

## Annexure A: Annual Performance Plan 2016/2017

SO3 continued...

Strategic Outcome 3	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and efficient management of FPB Operations	Organisational Capacity Capability	Levels of Implementation of Change Management Program	Increase FPB revenue base by 3% through exploration of potential revenue generation streams and implement cost savings measures	To amend regulation fees structure	Implement revised tariffs as approved by minister	
		% change in costs		To develop an organisational cost saving plan (CSP)		
				Facilitate the Acquisition of office accommodation		
		Number of contracts	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements	3) To implement relevant Finance and Supply chain management initiatives		
	Implementation of an efficient Customer Care Centre	Classification trend statistics		To conduct regular trends analysis	Conduct quarterly trends analysis reports	
		levels of customer satisfaction and adherence to customer care standards		Implement customer care initiatives that improves efficiency in customer service	Implementation of the call centre system to ensure efficient service delivery.	
		Level of progress in decentralisation	Effective and efficient management of FPB Operations	Enhance automated processes in the customer service value chain to improve service efficiency	Develop space planning specifications and terms of reference and ensure completion of Call Centre at head office. - Conduct a feasibility study on extension of call centre services to regional offices (CT & DBN).	



	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Implement revised tariffs as approved by minister	Implement Approved Tariff	Implement Approved Tariff	Implement Approved Tariff.  Review Tariffs and implement findings from research on Regulation Tariffs	Implement Approved Tariffs.  Submit new tariffs for approval and Gazetting
	Implement 50% of the cost saving initiatives as per the plan	n/a	Implement 25% of the plan by Mid-Term	n/a	Implement 25% of the plan by Year End
	Initiate the approved office expansion strategy	Develop an office expansion strategy	Develop an office expansion strategy	Develop an office expansion strategy	Submit the approved expansion strategy to Department of Public Works for implementation
	Enter into 2 contracts for sourcing identified key goods and services	Develop a key goods and services needs analysis	n/a	Award contract to service provider for 1 key goods and service	Award contract to service provider for 1 key goods and service
	50% of all transactions over R100,000 must be awarded to companies with a BBBEE contribution level of 3 and lower	Produce SCM report on BBBEE spending	Produce SCM report on BBBEE spending	Produce SCM report on BBBEE spending	Produce SCM report on BBBEE spending
	Conduct quarterly trends analysis	Compile quarterly trends analysis reports	Compile quarterly trends analysis reports	Compile quarterly trends analysis reports	Compile quarterly trends analysis reports
	Implementation of call centre system to ensure efficient service delivery.	Review of customer care standards to assess service delivery efficiency.	Monitor implementation of Customer Care Standards	Monitor implementation of Customer Care Standards	Implementation of Customer Care Standards - Review findings/recommendations
		Ensure resolution of all queries within the set turnaround times.	Ensure resolution of all queries within the set turnaround times.	Ensure resolution of all queries within the set turnaround times.	Ensure resolution of all queries within the set turnaround times.
	Decentralise administration of distributor license applications to regional offices	Conduct a study on decentralisation and infrastructure readiness in the regional office	Conduct a study on decentralisation and infrastructure readiness regional offices	Develop implementation plan from the recommendations in the study	Implement Study recommendation
	Accurate and timely distributor licenses issued within the set turnaround time.	Assess the level of adherence to the set turnaround times in the processing distributor licenses for both registrations/ renewals and classification.	Assess the level of adherence to the set turnaround times in the processing distributor licenses for both registrations/ renewals and classification.	Assess the level of adherence to the set turnaround times in the processing distributor licenses for both registrations/ renewals and classification.	Assess the level of adherence to the set turnaround times in the processing distributor licenses for both registrations/ renewals and classification.

## Annexure A: Annual Performance Plan 2016/2017

SO3 continued...

Strategic Outcome 3	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Effective and efficient management of FPB Operations	Maintain Acceptable queries management standards	Number of surveys distributed  number of respondents  customer satisfaction levels	Effective and efficient management of FPB Operations		Implementation of approved queries management and Client Engagement Framework.  Conduct annual client satisfaction surveys to reduce service delivery complaints/ queries by 20% .	
	Marketing and Publicity of the contact centre	Number of people reached in marketing plan		Marketing and Publicity of the contact centre	Marketing and Publicity of the contact centre in line with the communication strategy	
	Administration and Compliance	Organisation compliance levels	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements	To develop and implement an Organisational Compliance and Risk Management strategy (includes fraud prevention and response, business continuity management and disaster recovery)	Organisational compliance management	
		Risk maturity levels		Risk maturity		
		Effectiveness of fraud prevention strategies		Fraud prevention		

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Conduct quarterly surveys to assess quality of service rendered targeting 150 respondents	Send the online survey tool to 50 respondents and generate quarterly analysis reports.	Send the online survey tool to 50 respondents and generate quarterly analysis reports.	Send the online survey tool to 50 respondents and generate quarterly analysis reports.	Develop a comprehensive analysis report of the 150 respondents
	Marketing and Publicity of the contact centre in line with the communication strategy	Develop content for publishing on various communication platforms in line with the communication strategy	Develop 3 pieces of content for publishing	Develop 3 pieces of content for publishing	Develop 3 pieces of content for publishing
	Compliance management reporting	Consolidate and report on organisational Compliance	Consolidate and report on organisational Compliance	Consolidate and report on organisational Compliance	Consolidate and report on organisational Compliance
	Increased organisational risk maturity levels	Conduct Strategic Risk Assessment workshop  Update Operational Risk Registers  Implement risk management plan activities	Update Strategic and Operational Risk Registers  Implement risk management plan activities  Automate risk management processes	Update Strategic and Operational Risk Registers  Implement risk management plan activities  Review and update ERM Policies, Frameworks and Plans	Update Strategic and Operational Risk Registers  Implement risk management plan activities  Submit for approval all ERM Policies, Frameworks and Plans
	Implementation of fraud prevention strategy and plan	Conduct awareness workshop on Fraud Prevention including Promotion of ethical behaviour in the workplace  Establish a whistle blowing hotline	Conduct fraud risk assessment Conduct awareness workshop on Fraud Prevention including Promotion of ethical behaviour in the workplace	Review & update the Fraud Prevention Policy, Strategy and Plan Conduct awareness workshop on Fraud Prevention including Promotion of ethical behaviour in the workplace	Conduct awareness workshop on Fraud Prevention including Promotion of ethical behaviour in the workplace  Conduct fraud risk assessment  Submit for approval the Fraud Prevention Policy, Strategy and Plan

## Annexure A: Annual Performance Plan 2016/2017

SO3 continued...

Strategic Outcome 3	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance		
					2015/16		
Effective and efficient management of FPB Operations	Administration and Compliance	Effectiveness of fraud prevention strategies	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements	Business Continuity and Disaster Recovery	Organisational compliance management		
				2) To implement an Organisational Performance Planning, Management and reporting initiative including automating the process	Quarterly reports submitted timorously to accounting authorities of FPB		
					Revised strategy and plan developed and submitted for approval		
		% change in compliance levels		3) To implement relevant Finance and Supply chain management initiatives	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.		
				Ensure sound governance of Council and it's committees	Council, Appeal Tribunal and Council Committees fully constituted		
					Implementation of the Council Code of Ethics		
		Develop a Council Annual Programme		All Council and Committee meetings held in accordance with the Annual Programme			

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Annual update and implementation of Business Continuity Management plan and disaster recovery plans	Implementation and quarterly reporting of BCP and DRP	Implementation and quarterly reporting of BCP and DRP	Disaster Recovery site testing  Review of BCM and DRP  Implementation and quarterly reporting of BCP and DRP	Submit for approval the BCM and DRP documents  Implementation and annual reporting of BCP and DRP
	Implement the organizational Performance Planning Management.	Compile and submit quarterly reports to the accounting authority	Compile and submit quarterly reports to the accounting authority	Compile and submit quarterly reports to the accounting authority	Compile and submit quarterly reports to the accounting authority
	Conduct annual strategic planning process	Implement Strategy as per 2015/16 APP	Develop Strategic review plan and APP development process	Implement Planning Process. Submit draft 1 of Strategic plan and 5 year Plan	Finalise APP and obtain approval of Strategy and APP
	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.	Consult National Treasury for updates on SCM legislation and implement SCM checklist.  Review status of current contracts and report.	Consult National Treasury for updates on SCM legislation and implement SCM checklist.  Review status of current contracts and report  Physical assets verification on quarterly basis.	Consult National Treasury for updates on SCM legislation and implement SCM checklist.  Review status of current contracts and report	Consult National Treasury for updates on SCM legislation and implement SCM checklist.  Review status of current contracts and report  Physical assets verification on quarterly basis.
	100% compliance with the Corporate Governance Framework	Review the Corporate Governance Framework	Full implementation of and compliance with the Governance Framework	Full implementation of and compliance with the Governance Framework	Full implementation of and compliance with the Governance Framework
	100% compliance with the Corporate Governance Framework	Ensure all members of Governance structures have submitted the members' declarations	Members' declarations of Interests properly filed and kept up to date	Members' declarations of Interests properly filed and kept up to date	Members' declarations of Interests properly filed and kept up to date
	100% implementation of the Annual Programme	Approval of the Annual Programme All Council and Committee meetings held in accordance with the Annual Programme	All Council and Committee meetings held in accordance with the Annual Programme	All Council and Committee meetings held in accordance with the Annual Programme	All Council and Committee meetings held in accordance with the Annual Programme

## Annexure A: Annual Performance Plan 2016/2017

SO4

Strategic Outcome 4	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Ensure effective and innovative regulation of the content distributed on online, mobile and related platforms to protect children and inform the general public	Online and mobile content regulation	Number of registered online distributors	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	To develop and implement an Online content regulation strategy and framework	<ul style="list-style-type: none"> <li>Approved online content regulations strategy</li> <li>Terms of reference prepared and tender was advertised</li> <li>Appointment of a service provider</li> <li>Implement strategy and policy</li> </ul>	
		Online regulatory system				
		No of content submitted and registered online				
		Phase of implementation		Implementation of Systems integration	Signed off of requirement specification document. Technical design document signed off. Development and unit testing initiated	
		Phases of automation		Automation of business processes	Signed off of requirement specification document. Technical design document signed off. Prototype completed and presented to business	
		Phases of Implementation		IT Governance Assessment	IT Health Check. CoBit 5 Assessment. Vulnerability testing. SLA's with business units	
		Levels of upgrade				
		Percentage system availability				

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Implement Online Content Regulation system and compliance monitoring tools	Set up and configuration of client computers (Phase 1)	User testing and sign-offs (Phase 2)	Final end - to - end testing and Go-Live (Phase 3)	Post implementation Review (Phase 4)
	Complete Implementation of systems integration	Post Implementation Review. Transfer of skills to internal resources.	System stabilisation (Phase 2)	Support and Maintenance (Phase 3)	Support and Maintenance (Phase 4)
	Complete all process automation	Automation for the HR, SCM and Governance	Going live with Finance, IT, Legal and HR (Phase 2)	Going live with client support, Operations and Governance (Phase 3)	Post implementation Review (Phase 4)
	Implement recommendations of the Health check and AG (Auditor General)	Implement exchange and SQL backup tool.	Terms of reference and RFQ for configuration management tool (Phase 2)	Acquisition and installation (Phase 3)	Complete test and go live of the configuration management tool (Phase 4)
	Upgrade of the Data Centre	Assessment of the Data Centre environment and development of the project plan (Level 1)	Acquisition of hardware (Level 2)	Installation and configuration (Level 3)	Testing and commissioning of the data centre (Level 4)
	Achieve 98% system availability quarterly	Systems maintenance (monitoring and reporting on systems availability) (98% systems availability)	Systems maintenance (monitoring and reporting on systems availability) (98% systems availability)	Systems maintenance (monitoring and reporting on systems availability) (98% systems availability)	Systems maintenance (monitoring and reporting on systems availability) (98% systems availability)

## Annexure A: Annual Performance Plan 2016/2017

SO4 continued...

Strategic Outcome 4	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Ensure effective and innovative regulation of the content distributed on online, mobile and related platforms to protect children and inform the general public	Online and mobile content regulation	Number of complaints received	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	Implement initiatives to ensure Cyber safety/Child Online Protection	Implement online and telephonic Tools for addressing cyber safety of children	
					Implementaion of INHOPE recommendations action plan	
		Number of educators trained				



	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Review and Implement online and telephonic tools for addressing cyber safety of children	Ensure a fully functional Hotline and Prochild Website;  Maintain relationships with child welfare organisations, SAPS and INHOPE  Implementation plan for INHOPE recommendations developed and approved by EXCO	Ensure a fully functional Hotline and Prochild Website;  Maintain relationships with child welfare organisations, SAPS and INHOPE  All recommendations implemented in terms of the approved implementation plan	Ensure a fully functional Hotline and Prochild Website;  Maintain relationships with child welfare organisations, SAPS and INHOPE  All recommendations implemented in terms of the approved implementation plan	Ensure a fully functional Hotline and Prochild Website;  Maintain relationships with child welfare organisations, SAPS and INHOPE  All recommendations implemented in terms of the approved implementation plan
	Roll out cyber safety and child protection initiatives in 6 provinces	Approval and implementation of the cyber safety and child protection plan by EXCO  Rolling out of cyber safety and child protection initiatives in one province targeting 100 parents and 100 learners	Rolling out of cyber safety and child protection initiatives in two provinces targeting 200 parents and 200 learners	Rolling out of cyber safety and child protection initiatives in two provinces targeting 200 parents and 200 learners	Rolling out of cyber safety and child protection initiatives in one province targeting 100 parents and 100 learners  Annual evaluation report developed and approved by EXCO
	Development, approval and implementation of the INHOPE recommendations implementation plan	Develop and approval of concept document on INHOPE recommendations action plan  Conduct SWOT analysis on FPB INHOPE infrastructure	Implementation of INHOPE recommendations action plan	Attend the INHOPE General Assembly  Implementation of INHOPE recommendations action plan	Implementation of INHOPE recommendations action plan
	Inhope online training and certification of CPU, New Media Specialist and online monitors	Implementation of the INHOPE ONLINE training system	Training need for CPU Officer, New Media Specialist and Online Monitors identified and training plan developed & approved.	CPU Officer, New Media Specialist and Online Monitors trained and certified.	Monitoring and evaluation of the training received by the CPU Officer, New Media Specialist and Online Monitors
	Train 300 Educators on cyber safety	Approval of the Educators Training plan by Council	Pilot the training to 26 schools in one province targeting 200 educators	Pilot the training to 6 schools in one province targeting 100 educators	Monitoring and evaluation of the training provided and feedback from teachers and learners received.

## Annexure A: Annual Performance Plan 2016/2017

SO5

Strategic Outcome 5	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Estimated Performance	
					2015/16	
Expand our footprint as the FPB through partnership and stakeholder relationships in pursuance of our mandate	Partnerships and collaboration	Number of strategic partnerships reviewed	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)	To develop Strategic Partnerships and stakeholder relations	Implement stakeholder relations strategy	
		Number of stakeholders engaged		To pursue International Regulatory Alignment through engagements and partnerships	Implement Cyber safety initiatives in Africa	
		Number of new partnerships				
		Number of quarterly engagements				
		Number of international film and gaming festivals attended			Attend 4 film and gaming festivals	

	Target	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone	Quarterly Milestone
	2016/17	Q1	Q2	Q3	Q4
	Implement the stakeholder relations plan	Develop the stakeholder relations plan for approval  Review the strategic partnerships	Implement the stakeholder relations plan	Implement the stakeholder relations plan	Implementation of the stakeholder relations strategy  Conduct stakeholder satisfaction survey
	Establish and engage stakeholders in the continent	Develop the African engagement concept document and plan	Establish and engage one stakeholder in the continent	Establish and engage one stakeholder in the continent	Establish and engage one stakeholder in the continent
	Host 4 quarterly stakeholder engagement sessions (including one CEO's engagements per quarter)	Host 1 quarterly engagement session	Host 1 quarterly engagement session	Host 1 quarterly engagement session	Host 1 quarterly engagement session
	Develop 4 partnership assessment reports	Develop quarterly partnership report	Develop quarterly partnership report	Develop quarterly partnership report	Develop quarterly partnership report
	Attend 4 film and gaming festivals	Participate at 1 International Film/gaming Festival	Participate at 1 International Film/gaming Festival	Participate at 1 International Film/gaming Festival	Participate at 1 International Film/gaming Festival

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

### SO1

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)				
					2008/09	2009/10	2010/11	2011/12	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	n/a	Implement a Content regulation framework that ensures 100% classification and labelling of classifiable material submitted; whilst ensuring broad convergence with societal norms and values	To implement a Content Classification and labelling system (includes, industry regulation model and content labelling and verification)	n/a	n/a	International Benchmarking on games classification	<ul style="list-style-type: none"> <li>Development of a case for self regulation for FPB</li> </ul>	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	n/a	Review Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework	
		n/a	n/a	n/a	n/a	n/a	n/a	Draft training manual developed and approved	
		n/a	n/a	n/a	n/a	n/a	n/a	commencement of the logo registration process	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	

			Estimated Performance	Target	Target	Target	Target	Target
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	<ul style="list-style-type: none"> <li>Online game classification tool developed and piloted</li> <li>OSS registration online submission implemented</li> </ul>	Implement online submission system for films and games (OSS tool)	Implement automated processes	Implement automated processes	Implement automated processes	Implement automated processes	Implement automated processes	Implement automated processes
	n/a	Conduct OSS industry Audits	Conduct FPB Online industry Audits	Conduct a Review of the FPB ONLINE Audit Process	Conduct a Review of the FPB ONLINE Audit Process	Conduct FPB ONLINE Industry Audits	Conduct FPB ONLINE Industry Audits	Conduct FPB ONLINE Industry Audits
	Review Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework	Implement Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework	Review Classification Governance Framework
	Implementation of approved Classifiers training program	Implementation of approved Classifiers training programme	Implementation of approved Classifiers training programme	Implementation of Classifier's and Contracted Online distributors training program	Roll out the classification training manual to all classifiers and contracted online distributors	Implementation of approved Classifiers training programme	Implementation of approved Classifiers training programme	Implementation of approved Classifiers training programme
	<ul style="list-style-type: none"> <li>FPB logo registered with CIPRO</li> <li>Feasibility study on labelling system registered</li> </ul>	Approved feasibility study on labelling system	Approved labelling position paper	Development and approval of the labelling system	Review and approval of the labelling system	Implementation of the labelling system	Implementation of the labelling system	Implementation of the labelling system
	n/a	n/a	n/a	Approval and Implementation of the online policy	Approval and Implementation of the online policy	Approval and Implementation of the online policy	Implementation of the online policy	Implementation of the online policy

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO1 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)				
					2008/09	2009/10	2010/11	2011/12	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	2) To Review and gazette classification guidelines	Review and gazetting of guidelines	Implementation of existing guidelines	Implementation of existing guidelines	Implementation of existing guidelines	
		n/a	n/a						
		n/a	n/a	3) To continuously evaluate the convergence of societal norms and values to FPB classification ratings	Classification Guidelines Review	Classification Guidelines Implementation	Classification Guidelines Implementation	Conduct annual convergence surveys	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	4) To review Fees Structure and Tariff for registration, classification and penalties for non compliance with the Films and Publications Act	n/a	n/a	n/a	n/a	

			Estimated Performance	Target	Target	Target	Target	Target
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	n/a	Classification by industry using the IARC system	Review and Implement online and classification tools for online games and apps classification by industry	Implement online and classification tools for online games and apps classification by industry	Implement online and classification tools for online games and apps classification by industry	Implement online and classification tools for online games and apps classification by industry
Implementation of guidelines	Review and gazetting of Classification guidelines	Conduct study on impact of media on children and implement Guidelines	Review and gazetting of Classification guidelines	Implement-ation of Internation-ally reviewed guidelines (To be rephrased as: Imple-mentation of reviewed guidelines)	Review, public consultation and gazetting of the Classification Guidelines	Implement-ation of Guidelines	Implement-ation of Guidelines	Implement-ation of Guidelines
				Develop and implement marketing strategy on finding of Children's study	Conduct convergence surveys - 1000 respondents			
Convergence Surveys and stakeholder engagements- 10 000	Classification Guidelines Review and Gazetting	Convergence Surveys and stakeholder engagements- 7500 participants	Conduct convergence surveys - 3000 respondents	Conduct convergence surveys - 1000 respondents	Conduct convergence surveys - 3000 respondents	Conduct convergence surveys - 3000 respondents	Conduct convergence surveys - 3000 respondents	Conduct convergence surveys - 3000 respondents
n/a	n/a	n/a	n/a	4 Focus Groups with key FPB stakeholders on imple-mentation of Guidelines	Conduct 4 focus groups to assess the implemen-tation of guidelines	4 Focus Groups with key FPB stakeholders on imple-mentation of Guidelines	4 Focus Groups with key FPB stakeholders on imple-mentation of Guidelines	4 Focus Groups with key FPB stakeholders on imple-mentation of Guidelines
n/a	n/a	n/a	n/a	Implement revised fees tariff and ensure compliance to FP Act	"Develop and Implement revised fees structure, tariff for physical and online content regulation and classification	Implement revised fees tariff and ensure compliance to FP Act	Implement revised fees tariff and ensure compliance to FP Act	Implement revised fees tariff and ensure compliance to FP Act

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO1 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)				
					2008/09	2009/10	2010/11	2011/12	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	n/a	n/a	5) To review Films and Publications Act to appropriately regulate the FPGs industries	n/a	Approval of amended legislation	Implementation of amended legislation	Implementation of amended legislation	
		n/a	Implement relevant initiatives geared towards ensuring at least 75% industry compliance including extending compliance monitoring initiatives throughout the value chain of production, creation, distribution of the FPGs by 2017	To implement measures to ensure Compliance with the Films and Publications Act, by the FPGs industry	n/a	n/a	n/a	n/a	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	
		n/a	n/a	n/a	n/a	n/a	n/a	n/a	



			Estimated Performance	Target	Target	Target	Target	Target
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Annual gap analysis report on legislative shortcomings - Proposal for amendments to Regulations submitted to Minister for approval	Gazette Regulations to the FP Act	Implement regulation and ensure compliance to FP Act	Implement regulation and ensure compliance to FP Act	Implement regulation and ensure compliance to FP Act	Implement regulation and ensure compliance to FP Act	Implement regulation and ensure compliance to FP Act	Implement regulation and ensure compliance to FP Act
	n/a	n/a	n/a	Identification of Unregistered on physical and online platforms	Identification of Unregistered on physical platforms: 2000	Identification of Unregistered on physical and online platforms	Identification of Unregistered on physical and online platforms	Identification of Unregistered on physical and online platforms
	n/a	n/a	n/a	Identification of new distributors on physical and online platforms	Conversion of distributors on physical platforms: 25% of unregistered	Identification of new distributors on physical and online platforms	Identification of new distributors on physical and online platforms	Identification of new distributors on physical and online platforms
	n/a	n/a	n/a	Identification of Non-Compliant distributors on physical platforms and online	Online compliance monitoring to ensure compliance of 2500 online distributors	Identification of Non-Compliant distributors	Identification of Non-Compliant distributors	Identification of Non-Compliant distributors
	n/a	n/a	n/a	Conduct 24 Raids with Law enforcement to enforce compliance with the Act	Conduct 24 Raids with Law enforcement to enforce compliance with the Act	Conduct Raids with Law enforcement to enforce compliance with the Act	Conduct Raids with Law enforcement to enforce compliance with the Act	Conduct Raids with Law enforcement to enforce compliance with the Act
	n/a	n/a	n/a	Inspection of existing distributors (Targeted) to physical and online platforms	Inspection of existing distributors (Targeted) to physical platforms: 6000	Inspection of existing distributors (Targeted) to physical platforms: 6000	Inspection of existing distributors (Targeted) to physical platforms: 6000	Inspection of existing distributors (Targeted) to physical platforms: 6000

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO1 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)				
					2008/09	2009/10	2010/11	2011/12	
Effective and visible monitoring of films games and certain publications throughout the entire value chain (content creators, producers and distributors of fpgs) to protect children and inform the general public	Industry Compliance	n/a	Develop and implement a compliant Knowledge Management System	To develop a compliant KIM system	n/a	n/a	n/a	n/a	
		n/a			n/a	n/a	n/a	n/a	
		n/a	Conduct industry research to enhance regulation	To implement research programs to inform regulation policy	n/a	n/a	n/a	n/a	
		n/a			n/a	n/a	n/a	n/a	
		n/a			n/a	n/a	n/a	n/a	
		n/a			n/a	n/a	n/a	n/a	

			Estimated Performance	Target	Target	Target	Target	Target
	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	n/a	Implementation of Policy, appointment of KM Champions	Implement a training program for KM Champions and staff	Implementation of Knowledge and Information Management Policy	Implementation of Knowledge and Information Management Policy	Review of Knowledge and Information Management Policy
	n/a	n/a	n/a	Approved Records Management Policy	Implement an off-site storage and document destruction project	Implement the Records Management Policy	Implement the Records Management Policy	Revise the Records Management Policy
	n/a	n/a	n/a	Annual Research Agenda <ul style="list-style-type: none"> <li>Roll-out of research programs</li> </ul>	Compile an Annual Research Agenda	Implement an Annual Research Agenda	Implement an Annual Research Agenda	Implement an Annual Research Agenda
	n/a	n/a	n/a	Partnership with UNISA Bureau for Market Research	Partner with at least 2 universities to leverage research capacity and assist with FPB knowledge creation	Partner with at least 2 universities to leverage research capacity and assist with FPB knowledge creation	Partner with at least 2 universities to leverage research capacity and assist with FPB knowledge creation	Partner with at least 2 universities to leverage research capacity and assist with FPB knowledge creation
	n/a	n/a	n/a	Info Hub Concept, note project plan, and governance framework <ul style="list-style-type: none"> <li>Potential Partner consultation</li> </ul>	Info Hub marketing and maintenance	Info Hub marketing and maintenance	Info Hub marketing and maintenance	Info Hub marketing and maintenance

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

### SO2

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)			
					2008/09	2009/10	2010/11	
Consumers, general members of the public and industry informed about the mandate of the FPB	Public education and awareness	Number of outreach activities and people reached	n/a	Campaigns and Community outreach	n/a	n/a	n/a	
		Increase in percentage on social media platforms	n/a	To improve FPB's digital and social media platforms	n/a	n/a	n/a	
		No of internal newsletters produced No of staff workshops	n/a	To implement the Internal Communications Projects	n/a	n/a	n/a	

			Estimated Performance	Target	Target	Target	Target	Target
	2011/12	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	n/a	Develop and implement outreach and public education campaigns. Leverage stakeholder events, industry conferences & exhibitions, film festivals, music festival, creative arts, activations.	Develop and implement outreach and public education campaigns *Support Minister and CEO's engagements *Participate in National Days Exhibitions	Develop and implement outreach and public education campaigns *Support Minister and CEO's engagements *Participate in National Days Exhibitions	Develop and implement outreach and public education campaigns *Support Minister and CEO's engagements *Participate in National Days Exhibitions	Develop and implement outreach and public education campaigns *Support Minister and CEO's engagements *Participate in National Days Exhibitions
	n/a	n/a	n/a	Develop and implement digital and social media strategy. Increase Face book fans by 20 % Increase Twitter followers by 20 %	Develop digital media plan for approval *Increase social media numbers by 5% *Compile quarterly digital Media M&E report	Develop digital media plan for approval *Increase social media numbers by 8% *Compile quarterly digital Media M&E report	Develop digital media plan for approval *Increase social media numbers by 10% *Compile quarterly digital Media M&E report	Develop digital media plan for approval *Increase social media numbers by 15% *Compile quarterly digital Media M&E report
	n/a	n/a	n/a	Establish a PR/Marketing Agency for high visibility, high impact	Implement approved Internal Communications Plan *Issue 6 bi-monthly internal newsletter copies of (The Script)	Implement approved Internal Communications Plan *Issue 6 bi-monthly internal newsletter copies of (The Script)	Implement approved Internal Communications Plan *Issue 6 bi-monthly internal newsletter copies of (The Script)	Implement approved Internal Communications Plan *Issue 6 bi-monthly internal newsletter copies of (The Script)

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO3

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Effective and efficient management of FPB Operations	Organisation- al Capacity Capability	Level of Implementa- tion of Council Approved structure  % change in turnover rate	Develop and maintain organisation- al capacity through implementation of the turnaround strategy	To implement TURN- AROUND SUPPORT PROGRAMME	Vortex Report on FPB Job Profiles	Job Profile alignment to Turnaround Objectives (100% job profiling of all positions) <ul style="list-style-type: none"> <li>• 100% competency assessment and personal development plans devel- oped</li> <li>• Migration to new structure (50%)</li> <li>• Implemen- tation of Turnaround strategy out- comes (50%)</li> </ul>	
	n/a	% Change in remuneration  Number of Job Grades reviewed	n/a	n/a	n/a	n/a	
	n/a	Levels of Implementa- tion of Change Management Program	n/a	n/a	n/a	n/a	
	n/a	n/a	n/a	n/a	n/a	n/a	

		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Finalise migration to new structure and review it's effectiveness	Review and implement approved Turnaround Structure changes	Turnaround Structure implemented.	Review and implement approved FPB Structure changes	Review and implement approved TA Structure changes	Review and implement approved TA Structure changes	Implement Structure
	Implement Remuneration Strategy	Implement Remuneration Strategy	Implement Remuneration Strategy - Competitive FPB Remuneration Strategy and Policy supporting the FPB Turnaround Structure.	Implement Remuneration Strategy - Implement Multiyear Agreement. Pay Progression.	Implement Remuneration Strategy	Implement Remuneration Strategy	Implement Remuneration Strategy
	Classifiers change management programme implemented.  Coaching and mentoring plan developed.	Conduct organisational change management programme	Evaluate impact of organisational change management programme - Complete Management Coaching and Mentoring Programme. Implement Organisational Culture Program. Leadership, Values and Diversity Management Programme.	Revise, implement and evaluate change management programme.	Revise, implement and evaluate change management programme.	Revise, implement and evaluate change management programme.	Implement and evaluate change management programme
	Implement organisational skills plan	Implement organisational skills plan	Implement organisational skills plan	Implement organisational skills plan	Implement organisational skills plan	Implement organisational skills plan	Implement organisational skills plan

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO3 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Effective and efficient management of FPB Operations	n/a	n/a	n/a	n/a	n/a	n/a	
	n/a	n/a	n/a	To implement HR management improvement and compliance programme	FPB Approved HR Strategy	FPB Approved HR Strategy Implementation	
	n/a	n/a	Increase FPB revenue base by 2% through exploration of potential revenue generation streams and implement cost savings measures	To amend regulation fees structure	Review the tariffs structure	Implementation of revised tariffs	
	n/a	% revenue generated from sources other than government grant	n/a	To identify and pursue divers / new revenue generation sources	Identification of other revenue generation streams related to regulation	Regulation fees: 35% of total revenue generated	
	n/a	n/a	n/a	Facilitate the Acquisition of office accommodation	n/a	n/a	
	n/a	Adequacy of supply chain and finance management processes	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements	3) To implement relevant Finance and Supply chain management initiatives	n/a	n/a	
	n/a	n/a			n/a	n/a	



		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	To identify critical posts in the FPB Structure and ensure that contingencies are in place for relief and internal promotion.	Implement and revise approved Succession plan	Implement Succession Plan	Implement Succession Plan	Implement Succession Plan
	FPB Approved HR Strategy Implementation	FPB HR Strategy Review and Approval	FPB HR Strategy implementation	Approved FPB HR Strategy implementation	FPB HR Strategy Review and Approval	FPB Strategy implementation	FPB Strategy implementation
	Implementation of revised tariffs	Review the tariffs structure	Implement revised tariffs as approved by Minister	Implement revised tariffs as approved by Minister	Implement revised tariffs as approved by Minister	Implement revised tariffs as approved by Minister	Implement revised tariffs as approved by Minister
	Regulation fees: 2% of total revenue generated	Regulation fees: 3% of total revenue generated	Regulation fees: 4% of total revenue generated	Implement 50% of the cost saving initiatives as per the plan	Regulation fees: 6% of total revenue generated	Regulation fees: 6% of total revenue generated	n/a
	n/a	n/a	n/a	Initiate the approved office expansion strategy	Initiate the approved office expansion strategy	n/a	n/a
	n/a	n/a	n/a	Enter into 2 contracts for sourcing identified key goods and services	Source identified key goods and services	Source identified key goods and services	Source identified key goods and services
	n/a	n/a	n/a	50% of all transactions over R100,000 must be awarded to companies with a BBBEE contribution level of 3 and lower	50% of all transactions over R100,000 must be awarded to companies with a BBBEE contribution level of 3 and lower	50% of all transactions over R100,000 must be awarded to companies with a BBBEE contribution level of 3 and lower	50% of all transactions over R100,000 must be awarded to companies with a BBBEE contribution level of 3 and lower

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO3 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Effective and efficient management of FPB Operations	n/a	Classification trend statistics	n/a	To conduct regular trends analysis	n/a	n/a	
	Implementation of an efficient Customer Care Centre	Levels of customer satisfaction and adherence to customer care standards	Effective and efficient management of FPB Operations	Implement customer care initiatives that improves efficiency in customer service	n/a	n/a	
	n/a	Level of progress in decentralisation		Enhance automated processes in the customer service value chain to improve service efficiency	n/a	n/a	
	n/a	n/a		n/a	n/a	n/a	
	Maintain Acceptable queries management standards	Number of surveys distributed number of respondents customer satisfaction levels		n/a	n/a	n/a	
	Marketing and Publicity of the Contact Centre	Number of people reached in marketing plan		Marketing and Publicity of the Contact Centre	n/a	n/a	

		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	Conduct quarterly trends analysis reports	Conduct quarterly trends analysis	Conduct quarterly trends analysis	Conduct quarterly trends analysis	Conduct quarterly trends analysis
	n/a	n/a	Implementation of the call centre system to ensure efficient service delivery.	Implementation of call centre system to ensure efficient service delivery.	Implementation of call centre system to ensure efficient service delivery.	Implementation of call centre system to ensure efficient service delivery.	Implementation of call centre system to ensure efficient service delivery.
	n/a	n/a	Develop space planning specifications and terms of reference and ensure completion of Call Centre at head office. - Conduct a feasibility study on extension of call centre services to regional offices (CT & DBN)	Decentralise administration of distributor license applications to regional offices	Decentralise administration of distributor license applications to regional offices	Decentralise administration of distributor license applications to regional offices	Decentralise administration of distributor license applications to regional offices
	n/a	n/a	n/a	Accurate and timely distributor licenses issued within the set turnaround time.	Accurate and timely distributor licenses issued within the set turnaround time.	Accurate and timely distributor licenses issued within the set turnaround time.	Accurate and timely distributor licenses issued within the set turnaround time.
	n/a	n/a	n/a	Conduct quarterly surveys to assess quality of service rendered targeting 150 respondents	Conduct quarterly surveys to assess quality of service rendered targeting 150 respondents	Conduct quarterly surveys to assess quality of service rendered targeting 150 respondents	Conduct quarterly surveys to assess quality of service rendered targeting 150 respondents
	n/a	n/a	Marketing and Publicity of the Contact Centre in line with the communication strategy	Marketing and Publicity of the Contact Centre in line with the communication strategy	Marketing and Publicity of the Contact Centre in line with the communication strategy	Marketing and Publicity of the Contact Centre in line with the communication strategy	Marketing and Publicity of the Contact Centre in line with the communication strategy

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO3 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Effective and efficient management of FPB Operations	Administration and Compliance	Organisation compliance levels	To ensure effective and efficient administration of the FPB and ensure compliance with applicable legislative and other requirements	To develop and implement an Organisational Compliance and Risk Management strategy (includes fraud prevention and response, business continuity management and disaster recovery)	n/a	n/a	
		Risk maturity levels	n/a	Risk maturity	n/a	n/a	
		Effective-ness of fraud prevention strategies	n/a	Fraud prevention	n/a	n/a	
		n/a	n/a	Business Continuity and Disaster Recovery	n/a	n/a	
		n/a	n/a	2) To implement an Organisational Performance Planning, Management and reporting initiative including automating the process	n/a	n/a	

		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	n/a	n/a	Organisational compliance management	Compliance management reporting	Compliance management reporting	Compliance management reporting	Compliance management reporting
	n/a	n/a		Increased organisational risk maturity levels	Assess risk maturity levels	Assess risk maturity levels	Assess risk maturity levels
	n/a	n/a	n/a	Implementation of fraud prevention strategy and plan	Implementation of fraud prevention strategy and plan	Implementation of fraud prevention strategy and plan	Implementation of fraud prevention strategy and plan
	n/a	n/a	n/a	Annual update and implementation of Business Continuity Management plan and disaster recovery plans	Annual update and implementation of Business Continuity Management plan and disaster recovery plans	Annual update and implementation of Business Continuity Management plan and disaster recovery plans	Annual update and implementation of Business Continuity Management plan and disaster recovery plans
	n/a	n/a	Quarterly reports submitted timorously to accounting authorities of FPB	Implement the organizational Performance Planning Management.	Implement the organizational Performance Planning Management.	Implement the organizational Performance Planning Management.	Implement the organizational Performance Planning Management.
			Revised strategy and plan developed and submitted for approval	Conduct annual strategic planning process	Conduct annual strategic planning process	Conduct annual strategic planning process	Conduct annual strategic planning process

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO3 continued...

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Effective and efficient management of FPB Operations	Administration and Compliance		3) To implement relevant Finance and Supply chain management initiatives				
		n/a	n/a	Ensure sound governance of Council and it's committees	n/a	n/a	
		n/a	n/a		n/a	n/a	
		n/a	n/a	Develop a Council Annual Programme	n/a	n/a	

		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
			100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.	100% compliance with SCM policy.  Implement Contract Management directive  Accountability of all assets and quarterly physical verification.
	n/a	n/a	Council, Appeal Tribunal and Council Committees fully constituted	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework
	n/a		Implementation of the Council Code of Ethics	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework	100% compliance with the Corporate Governance Framework
	n/a	n/a	All Council and Committee meetings held in accordance with the Annual Programme	100% implementation of the Annual Programme	100% implementation of the Annual Programme	100% implementation of the Annual Programme	100% implementation of the Annual Programme

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

### SO4

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Ensure effective and innovative regulation of the content distributed on online, mobile and related platforms to protect children and inform the general public	Online and mobile content regulation	Number of registered online distributors	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	To develop and implement an Online content regulation strategy and framework	INHOPE Membership and pro-child website	INHOPE Membership and pro-child website	
		Online regulatory system					
		No of content submitted and registered online					
		Phase of implementation		Implementation of Systems integration	n/a	n/a	
		Phases of automation		Automation of business processes	n/a	n/a	
		Phases of Implementation		IT Governance Assessment	n/a	n/a	
		Number of complaints received		Implement initiatives to ensure Cyber safety / Child Online Protection	n/a	n/a	
		n/a		n/a	n/a	n/a	
		n/a		n/a	n/a	n/a	
		Number of educators trained		n/a	n/a	n/a	



		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Develop online and mobile content regulation strategy	<ul style="list-style-type: none"> <li>Develop Draft online content regulations policy and strategy</li> <li>Conduct sector consultations on policy and strategy</li> <li>Approval of Policy and strategy</li> <li>Implement strategy and policy</li> </ul>	<p>Approved online content regulations strategy</p> <ul style="list-style-type: none"> <li>Terms of reference prepared and</li> <li>tender was advertised</li> <li>Appointment of a service provider</li> <li>Implement strategy and policy</li> </ul>	Implement Online Content Regulation system and compliance monitoring tools	Implement Online Content Regulation system and compliance monitoring tools	Implement Online Content Regulation system and compliance monitoring tools	Implement Online Content Regulation system and compliance monitoring tools
	n/a	n/a	Integrate FPB Systems	Implementation of Intergrated systems	Implementation of Intergrated systems	Enhancements on Intergrated systems	Enhancements on Intergrated systems
	n/a	n/a	Automation of business processes	Implementation of automated processes	Implementation of automated processes	Implementation of automated processes	Enhancements of automated processes
	n/a	n/a	Annual Government Assessment	Annual Government Assessment	Annual Government Assessment	Annual Government Assessment	Annual Government Assessment
	n/a	n/a	Implement online and telephonic Tools for addressing cyber safety of children	Review and Implement on-line and telephonic tools for addressing cyber safety of children	n/a	n/a	n/a
	n/a	n/a	n/a	Roll out cyber safety and child protection initiatives in 6 provinces	n/a	n/a	n/a
	n/a	n/a	n/a	Inhope online training and certification of CPU, New Media Specialist and online monitors	n/a	n/a	n/a
	n/a	n/a	n/a	Train 300 Educators on cyber safety	n/a	n/a	n/a

## Annexure B: Five year Strategic Plan – Key Outcomes, Outputs and Targets

SO5

Strategic Outcome	Program	Program Indicators	Strategic Objectives	Strategic Initiatives	Audited Actual Performance (baseline)		
					2011/12	2012/13	
Expand our footprint as the FPB through partnership and stakeholder relationships in pursuance of our mandate	Partnerships and collaboration	Number of strategic partnerships reviewed	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)	To develop Strategic Partnerships and stakeholder relations	Review Stakeholder Relationship Strategy <ul style="list-style-type: none"> <li>International Partnerships</li> <li>Industry Partnerships</li> <li>Research Partnerships</li> <li>Law Enforcement</li> <li>Civil Society</li> <li>At least 10 formalised strategic partnerships (with a Rand Value of R2million)</li> </ul>	Review Stakeholder Relationship Strategy <ul style="list-style-type: none"> <li>International Partnerships</li> <li>Industry Partnerships</li> <li>Research Partnerships</li> <li>Law Enforcement</li> <li>Civil Society</li> <li>At least 10 formalised strategic partnerships (with a Rand Value of R2'.5million)</li> </ul>	
		Number of stakeholders engaged		To pursue International Regulatory Alignment through engagements and partnerships	Benchmarking: games classification (Germany and US Contribution to Global Dialogue: Child Online Protection (WSIS Forum))	Benchmarking: Africa (SADC only) - child online protection and classification	
		Number of new partnerships			n/a	n/a	
		Number of quarterly engagements			n/a	n/a	
		Number of participants in the engagements			n/a	n/a	
		n/a			n/a	n/a	
		n/a			n/a	n/a	
		n/a			n/a	n/a	

		Estimated Performance	Target	Target	Target	Target	Target
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	Implement stakeholder relations strategy	Implement and review stakeholder strategy	Implement stakeholder relations strategy	Implement the stakeholder relations plan	Implement stakeholder relations strategy	Implement stakeholder relations strategy	Implement stakeholder relations strategy
	Host Colloquium on cyber safety issues in Africa	Implement Cyber safety initiatives in Africa	Implement Cyber safety initiatives in Africa	Establish and engage stakeholders in the continent	Implement Cyber safety initiatives in Africa	Implement Cyber safety initiatives in Africa	Implement Cyber safety initiatives in Africa
	n/a	n/a		Host 4 quarterly stakeholder engagement sessions (including one CEO's engagements per quarter)	Host 4 quarterly stakeholder engagement sessions (including one CEO's engagements per quarter)	Host 4 quarterly stakeholder engagement sessions (including one CEO's engagements per quarter)	Host 4 quarterly stakeholder engagement sessions (including one CEO's engagements per quarter)
	n/a	n/a		Develop 4 partnership assessment reports	Develop 4 partnership assessment reports	Develop 4 partnership assessment reports	Develop 4 partnership assessment reports
	n/a	n/a		Undertake International engagement and benchmarking	Undertake International engagement and benchmarking	Undertake International engagement and benchmarking	Undertake International engagement and benchmarking
	n/a	n/a		Attend 4 film and gaming festivals	Attend 4 film and gaming festivals	Attend 4 film and gaming festivals	Attend 4 film and gaming festivals

# ANNEXURE C: Technical Indicator Descriptions 2016 - 2017

## Programme 1: Industry Compliance

### Technical Indicator 1.1

Indicator title	Number of games reviewed on FPB ONLINE
Short definition	The number of games that are submitted online and reviewed as per the online matrix The number of games submitted on line are successfully reviewed
Purpose/importance	To determine the number of games reviewed on FPB ONLINE
Source/collection of data	Online classification submission reports, classification decisions
Method of calculation	Simple count
Data limitations	Poor understanding of classification guidelines by Distributors, Distributors providing incorrect information on the matrix
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An increase in the number of Distributors using the FPB Online system
Indicator responsibility	Manager Operations

### Technical Indicator 1.2

Indicator title	Number of report captured on system by all Classifiers & QA's
Short definition	Classifier's and QA's reports successfully uploaded on the Electronic Report Management System ( ERMS)
Purpose/importance	Enhance the quality of reports in terms of eligibility Ensure all classification reports are saved and readily available
Source/collection of data	Classification reports
Method of calculation	Simple count
Data limitations	Incomplete reports due to down times Poor computer skills
Type of indicator	Output Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increase in the number of reports accurately captured on the ERMS
Indicator responsibility	Manager Operations

### Technical Indicator 1.3

Indicator title	Number of games audited
Short definition	Games submitted on line for classification are audited in relation to the matrix filled in by Distributors / accurate classification decisions on games reviewed online through the audit process in relation to the matrix filled in by Distributors are generated
Purpose/importance	To ensure classification decisions generated by the FPB online system are in line with the classification guidelines
Source/collection of data	Audit reports
Method of calculation	Simple count
Data limitations	Inaccurate information supplied on the matrix
Type of indicator	Output activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increased number of reviews audited
Indicator responsibility	Manager Operations

### Technical Indicator 1.4

Indicator title	% content classified
Short definition	All legible content submitted classified on meeting all classification requirements
Purpose/importance	Ensure all content submitted is classified within the turnaround time
Source/collection of data	Classification certificates
Method of calculation	Simple count
Data limitations	Not all material legible Not all requirements met: e.g. payment Unavailability of Classifiers at a set time
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increased number of legible content classified
Indicator responsibility	Manager Operations

#### Technical Indicator 1.5

Indicator title	Levels of adherence to Classification Governance Framework
Short definition	The level of adherence by Classifiers to the Classification Governance Framework during the classification process
Purpose/importance	To ensure that there is an indication of the level of adherence to the requisite norms, standards and efficiencies, that values and ethics of the organisation are upheld as a credible content regulator, that the FPB's integrity is sustainable, and that due process is followed classification
Source/collection of data	Classification reports
Method of calculation	Simple count
Data limitations	Poor interpretation of Classification Governance Framework Non adherence to the Framework
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	Complete/ Improved adherence to the Classification Governance Framework
Indicator responsibility	Manager Operations

#### Technical Indicator 1.6

Indicator title	Number of trained classifiers
Short definition	The number of classifiers that participated in the training and successfully completed.
Purpose/importance	To determine the effectiveness of the training in relation to the number of people who were part of the training
Source/collection of data	Training report, attendance registers as well as evaluation surveys
Method of calculation	Simple Count
Data limitations	Incomplete evaluation surveys from some classifiers
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	An increase in the number of classifiers trained in line with the FPB's classification manual / guidelines
Indicator responsibility	Manager: Operations

#### Technical Indicator 1.7

Indicator title	Number of material labelled
Short definition	Material labelled as prescribed by the Films and Publications Act
Purpose/importance	Make a determination of the number of material labelled to Ensure legitimate distribution of material throughout the market
Source/collection of data	Number of labels generated
Method of calculation	Simple count
Data limitations	Lack of buy in from industry
Type of indicator	Activity Output
Calculation type	Cumulative
Reporting cycle	Monthly & Quarterly
New indicator	No
Desired performance	Increased number of labelled material distributed on the market
Indicator responsibility	Manager Operation/ COO

#### Technical Indicator 1.8

Indicator title	Number of people in attendance at public dialogues
Short definition	Approval and implementation of the Online Content Regulation Policy
Purpose/importance	To evaluate the number of Policy consultations undertaken as well as the number of people reached in order to implement
Source/collection of data	OCR Policy Consultation Report
Method of calculation	Simple Count
Data limitations	Team leaders changed during consultation process, thus some data may not be transferred accurately
Type of indicator	Output Activity
Calculation type	Non-Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Undertake as many public consultations as possible in order for the Policy to be inclusive of public inputs so that it is tabled for approval
Indicator responsibility	Manager: Operations / COO

#### Technical Indicator 1.9

Indicator title	Number of unregistered distributors identified
Short definition	Identify number of distributors that are non compliant with regard to registration and renewal
Purpose/importance	To ensure compliance by registering for distribution and renewing registration licenses in line with the Films and Publications Act
Source/collection of data	New registration applications
Method of calculation	Simple count
Data limitations	Non compliance by distributors
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increased number of new registrations as well as renewals
Indicator responsibility	Manager Operations

#### Technical Indicator 1.10

Indicator title	Number of raids conducted
Short definition	Conduct raids on non compliant distributors operating informally
Purpose/importance	To ensure informal distributors adhere to the Films and Publications Act in terms of content distribution
Source/collection of data	Raid reports
Method of calculation	Simple count
Data limitations	Lack of support from Law Enforcement Agencies Informal distributors fighting FPB personnel
Type of indicator	Output Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increase in the number of distributors operating formally and complying with the Films and Publications Act
Indicator responsibility	Manager Operations



#### Technical Indicator 1.11

Indicator title	Number of inspections
Short definition	Conduct inspections to registered distributors
Purpose/importance	To ensure continued compliance
Source/collection of data	Inspection slips Inspection reports
Method of calculation	Simple count
Data limitations	Inability to reach all distributors in informal settlements Distributor relocated to unknown addresses Lack of personnel to cover all areas of inspection
Type of indicator	Activity
Calculation type	Cumulative
Reporting cycle	Weekly Monthly
New indicator	No
Desired performance	An increased number of compliant distributors
Indicator responsibility	Manager operations

#### Technical Indicator 1.12

Indicator title	Number of raids conducted
Short definition	Conduct raids on non compliant distributors operating informally
Purpose/importance	To ensure informal distributors adhere to the Films and Publications Act in terms of content distribution
Source/collection of data	Raid reports
Method of calculation	Simple count
Data limitations	Lack of support from Law Enforcement Agencies Informal distributors fighting FPB personnel
Type of indicator	Output Activity
Calculation type	Cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	An increase in the number of distributors operating formally and complying with the Films and Publications Act
Indicator responsibility	Manager Operations

## Programme 2: Branding & Marketing

### Technical Indicator 2.1

Indicator title	Number of people reached through Marketing, media, digital and outreach
Short definition	Number of people the marketing, media, digital and outreach plans intends to reach
Purpose/importance	The indicator is intended to show the number of people the marketing, media, digital and outreach plans intends to meet
Source/collection of data	Quarterly digital and outreach M & E reports Monthly media reports
Method of calculation	Simple Count (Quantitative)
Data limitations	Access to information on outreach activities hosted by other stakeholders where FPB is a partner
Type of indicator	Outcome Activity
Calculation type	Cumulative
Reporting cycle	Monthly & Quarterly
New indicator	No
Desired performance	Increase in the number of outreach activities and public education campaigns
Indicator responsibility	Communication and Public Education Manager

### Technical Indicator 2.2

Indicator title	Number of people reached through external newsletters
Short definition	Number people the newsletters will be distributed to
Purpose/importance	The indicator is intended to show the number of people the newsletters intends to reach
Source/collection of data	Number of newsletters distributed
Method of calculation	Simple count Quantitative
Data limitations	Lack of interest in the newsletter
Type of indicator	Outcomes
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase the number of readers for the newsletter
Indicator responsibility	Communication and Public Education Manager

### Technical Indicator 2.3

Indicator title	Number of opinion pieces published
Short definition	The number of opinion articles approved and published in the media
Purpose/importance	The purpose of the indicator is to measure the number of opinion articles published in the media
Source/collection of data	Monthly media reports
Method of calculation	Simple Count Quantitative
Data limitations	Approved opinion articles not published in the media
Type of indicator	Output Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Maximum coverage of approved opinion articles
Indicator responsibility	Communication and Public Education Manager

### Technical Indicator 2.4

Indicator title	Number of media dialogues hosted
Short definition	The number of media dialogues hosted including the number of journalist attending the dialogues
Purpose/importance	The purpose of the indicator is to measure the number of media dialogues hosted
Source/collection of data	Activity report
Method of calculation	Simple Count Quantitative
Data limitations	Non attendance of the media dialogues
Type of indicator	Activity Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Attendance and coverage of the media dialogues
Indicator responsibility	Communication and Public Education Manager

#### Technical Indicator 2.5

Indicator title	Number of TV interviews broadcast
Short definition	The number of TV interviews broadcast in the media for FPB representatives
Purpose/importance	The purpose of the indicator is to measure the number of TV interviews broadcasted in the media
Source/collection of data	Monthly media report
Method of calculation	Simple Count Quantitative
Data limitations	No interest in interviewing FPB representatives on TV. Obtaining footage from broadcasters.
Type of indicator	Outcomes
Calculation type	Cumulative
Reporting cycle	Monthly Quarterly
New indicator	No
Desired performance	Maximum number of TV interviews broadcasted in the media
Indicator responsibility	Communication and Public Education Manager

#### Technical Indicator 2.6

Indicator title	Number of outreach activities and people reached
Short definition	Number of outreach activities and people reached through outreach activities
Purpose/importance	The purpose of the indicator is to measure the number of outreach activities and people reached
Source/collection of data	Quarterly outreach M & E reports
Method of calculation	Simple Count - Quantitative
Data limitations	Access to information on outreach activities hosted by other stakeholders where FPB is a partner
Type of indicator	Activity Outcome
Calculation type	Cumulative
Reporting cycle	Monthly Quarterly
New indicator	No
Desired performance	Increase in the number of outreach activities and people reached
Indicator responsibility	Communication and Public Education Manager

### Programme 3: Organisational Capacity Capability

#### Technical Indicator 3.1

Indicator title	% change in costs
Short definition	The observed percentage in costs incurred by the FPB
Purpose/importance	To determine the change or shift in expenditure patterns
Source/collection of data	Financial Statements/ Cost saving plan
Method of calculation	Simple count
Data limitations	Outstanding invoices, invoices not submitted on time
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Reduction in costs incurred
Indicator responsibility	Manager: Finance

#### Technical Indicator 3.2

Indicator title	Number of surveys
Short definition	Conduct quarterly client satisfaction surveys to assess quality of service rendered targeting 150 respondents
Purpose/importance	To reduce service delivery complaints
Source/collection of data	Client Satisfaction Survey Analysis Report
Method of calculation	Simple Count - Number of responses
Data limitations	Number of responsive participants in the survey
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	New
Desired performance	Improved Service delivery
Indicator responsibility	Client Support Manager

### Technical Indicator 3.3

Indicator title	Level of progress in decentralisation
Short definition	Decentralise administration of distributor license applications to regional offices
Purpose/importance	Reduce turnaround times
Source/collection of data	Systems reports
Method of calculation	Simple count - Amount of time taken to deliver service
Data limitations	Remote access to administration systems
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly, Annually
New indicator	New
Desired performance	Improved Service delivery
Indicator responsibility	Client Support Manager

### Technical Indicator 3.4

Indicator title	levels of customer satisfaction and adherence to customer care standards
Short definition	Implementation of the call centre system to ensure efficient service delivery
Purpose/importance	Improved stakeholder management & service delivery
Source/collection of data	number of queries received, escalated, resolved and unresolved
Method of calculation	Simple count - Number of queries
Data limitations	accuracy of reports
Type of indicator	Input and output measure of efficient query handling
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly, Annually
New indicator	New
Desired performance	Improved Service delivery
Indicator responsibility	Client Support Manager

### Technical Indicator 3.5

Indicator title	Number of people reached in marketing plan
Short definition	Marketing and publicity of the services offered by the contact centre
Purpose/importance	Increased awareness
Source/collection of data	Number of people reached
Method of calculation	Simple count - Number of people reached
Data limitations	Method used to Market and Publicise the services
Type of indicator	Number of marketing campaigns
Calculation type	Cumulative
Reporting cycle	Monthly, Quarterly, Annually
New indicator	New
Desired performance	Increase in numbers of stakeholders
Indicator responsibility	Client Support Manager

### Technical Indicator 3.6

Indicator title	Level of Implementation of Council Approved structure
Short definition	To implement the turnaround support program that ensures maximum effectiveness of the turnaround structure.
Purpose/importance	Develop and maintain organisational capacity and capability through the implementation of the FPB Turnaround strategy.
Source/collection of data	<ul style="list-style-type: none"> <li>• External Service Providers – specialist inputs, response handling, Skills interventions.</li> <li>• Internal Database and resource.</li> <li>• Benchmarking analyses.</li> <li>• Trends and Indicator analysis – HR reporting data.</li> <li>• Close-out Reports and Impact Assessments</li> <li>• Internal Review processes – TA review</li> </ul>
Method of calculation	Analysis, review and surveys
Data limitations	<ul style="list-style-type: none"> <li>• Approvals (external)</li> <li>• Accuracy of information inputs.</li> </ul>
Type of indicator	Output Indicator / Impact assessment
Calculation type	Turnaround Program – Finite / Non-cumulative. Defined completion date. Once Turnaround is completed the components will revert to the ongoing HR Improvement Program
Reporting cycle	Monthly, Quarterly, Mid-Term, Annual
New indicator	No
Desired performance	Support of the turnaround strategy through effective service delivery and performance excellence.
Indicator responsibility	Manager: Human Resources

### Technical Indicator 3.7

Indicator title	Levels of Implementation of Change Management Program
Short definition	Skills Plan: Formulation and implementation of an FPB Skills Development Plan.
Purpose/importance	Implementation of Skills Plan to ensure development of staff, succession and ongoing performance excellence.
Source/collection of data	<ul style="list-style-type: none"> <li>• External Service Providers – specialist inputs, response handling, Skills interventions.</li> <li>• Internal Database and resource.</li> <li>• Benchmarking analyses.</li> <li>• Trends and Indicator analysis – HR reporting data.</li> <li>• Close-out Reports and Impact Assessments</li> <li>• Monitoring and Evaluation – impact of training and educational assistance interventions</li> </ul>
Method of calculation	Analysis and Impact Assessments
Data limitations	<ul style="list-style-type: none"> <li>• Approvals (external) – Budget constraints.</li> <li>• Accuracy of unit inputs and database information</li> </ul>
Type of indicator	Input and Output Indicator
Calculation type	Cumulative / On-going. Redefinition of targets.
Reporting cycle	Monthly, Quarterly, Mid-Term, Annual
New indicator	Continuous Indicator – Skills Plan
Desired performance	Effective Skills Development and Succession Program in place.
Indicator responsibility	SSE, HRM

#### Technical Indicator 3.8

Indicator title	Number of contracts
Short definition	The number of contracts entered into by SCM
Purpose/importance	To get an indication of contracts entered into for purposes of sourcing identified goods and services
Source/collection of data	Signed contracts & contracts register
Method of calculation	Simple count
Data limitations	Non-submission of contract by service provider, Delays in signing contracts within specified timeframes.
Type of indicator	Activity Output
Calculation type	Cumulative
Reporting cycle	Annual
New indicator	Yes
Desired performance	Increase in signed contracts
Indicator responsibility	Manager: SCM

### Programme 4: Online and mobile content regulation

#### Technical Indicator 4.1

Indicator title	-Number of registered online distributors - Online regulatory system - Number of content submitted and regulated online
Short definition	To develop and implement an Online content regulation strategy and framework
Purpose/importance	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
Source/collection of data	External stakeholders submitting material through an online interface.
Method of calculation	Simple Count
Data limitations	Damaged or corrupt files submitted online for classification
Type of indicator	Outcome
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	Increase in material submitted online thus reducing manual submissions.
Indicator responsibility	ICT manager



#### Technical Indicator 4.2

Indicator title	Phase of implementation
Short definition	To ensure there is an integration of information to achieve a single version of records
Purpose/importance	Integration of systems
Source/collection of data	All systems to integrate through a single interface. The interface provides for messages to be transferred between various systems.
Method of calculation	Ability to track a transaction end-to-end.
Data limitations	Messages need to comply to a specific format
Type of indicator	Transactional
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To ensure all systems are integrated thereby improving efficiencies in the organisation
Indicator responsibility	ICT manager

#### Technical Indicator 4.3

Indicator title	Phases of automation
Short definition	To implement IT initiatives geared towards improvement of IT value and Performance
Purpose/importance	Automation of business processes
Source/collection of data	Reviewed and approved business processes used to guide the manner in which units execute their tasks. Triggered by events carried out in various units.
Method of calculation	Execution of events with desirable outcomes
Data limitations	None
Type of indicator	Transactional
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve efficiencies and minimize bottlenecks.
Indicator responsibility	ICT manager

#### Technical Indicator 4.4

Indicator title	Phases of Implementation
Short definition	Implementation of the Exchange and SQL backup tool
Purpose/importance	IT Governance Compliance
Source/collection of data	IT Governance Assessment
Method of calculation	Analysis and reviews
Data limitations	Budget allocation for ICT initiatives
Type of indicator	Impact assessment
Calculation type	Cumulative, based on a defined roadmap
Reporting cycle	Annually
New indicator	No
Desired performance	To ensure the organisation's ICT infrastructure is in compatible with the latest technologies and can perform optimally resulting in performance efficiencies.
Indicator responsibility	CIO

#### Technical Indicator 4.5

Indicator title	Levels of upgrade
Short definition	Upgrade the data centre environment
Purpose/importance	Ensures availability of IT systems and applications to support the business
Source/collection of data	Assessment of the data centre through the IT health check
Method of calculation	Execution of events with desirable outcomes
Data limitations	None
Type of indicator	Transactional
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	Yes
Desired performance	To improve efficiencies and availability of systems
Indicator responsibility	ICT manager

## Programme 5: Partnerships & Collaborations

### Technical Indicator 5.1

Indicator title	Number of African stakeholders engaged
Short definition	The number of established partnerships and African stakeholders engaged
Purpose/importance	The indicator is intended to show the number of African partnerships established and engaged
Source/collection of data	Quarterly internal partnerships assessment report, External bilateral partnership report
Method of calculation	Simple count
Data limitations	Lack of interest from identified African parties to partner with the FPB and grow the footprint in the region as it relates to the FPB mandate
Type of indicator	output outcome Activity
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Established and formalized partnerships with African stakeholders
Indicator responsibility	Strategic Partnerships Coordinator, and Communication and Public Education Manager

### Technical Indicator 5.2

Indicator title	Number of quarterly engagements
Short definition	The number of the stakeholder engagement sessions held
Purpose/importance	The purpose of the indicator is to measure the quarterly stakeholder engagement sessions held, the outcomes and way forward
Source/collection of data	Activity reports, Attendance registers and Quarterly internal partnerships assessment report
Method of calculation	Simple Count
Data limitations	Insufficient budget to conduct the implementation of the quarterly engagement sessions and leverage adhoc opportunities that are proposed to the FPB from industry or that come through the CEO and Minister's offices
Type of indicator	outputs outcomes Activities
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four stakeholder engagement sessions held
Indicator responsibility	Strategic Partnerships Coordinator, and Communication and Public Education Manager

### Technical Indicator 5.3

Indicator title	International benchmarking study tours undertaken
Short definition	international engagements undertaken
Purpose/importance	The number of international engagements undertaken
Source/collection of data	International engagements reports, Quarterly internal partnerships assessment report
Method of calculation	Simple Count
Data limitations	Reports not provided by officials who travelled.
Type of indicator	outputs, outcomes Activities
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four international engagement sessions held
Indicator responsibility	Strategic Partnerships Coordinator, and Communication and Public Education Manager

### Technical Indicator 5.4

Indicator title	Number of international film and gaming festivals attended
Short definition	The number of gaming and film festivals
Purpose/importance	The purpose of the indicator is to measure the number of film and gaming festivals attended
Source/collection of data	Activity reports, Attendance registers and Quarterly internal partnerships assessment report
Method of calculation	Simple Count
Data limitations	Lack of budget to attend festivals and gaming expos, lack of internal unit coordination within units to preparing for the film and gaming festival
Type of indicator	outputs, outcomes Activities
Calculation type	cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Four film and gaming festivals attended
Indicator responsibility	Strategic Partnerships Coordinator, and Communication and Public Education Manager

# ANNEXURE D: Materiality and Significance Framework

## A) Decision Required

To obtain the approval of the materiality and significance framework level, as required by the Treasury Regulations.

## B) Background/ Discussion

1. For purposes of material (section 50(1)(c) and 66(1) of the PFMA) and significant (section 54(2) of PFMA), the accounting authority must develop and agree a framework of acceptable levels of materiality and significance with the relevant executive authority in consultation with the external auditors”.
2. Definition of **materiality** and **significance**:

### 2.1 Materiality

In terms of the literature, materiality refers to the extent or nature of a misrepresentation/omission of financial or operating information which, individually or collectively, can in the light of surrounding circumstances cause the judgement or decision of a reasonably person be influenced by such misrepresentation when making a decision of the said information.

### 2.2 Significant

The Concise Oxford dictionary defines “significant” as extensive or important enough to merit attention.” “Significant” may, therefore, be interpreted as of relative importance to the public entity as a whole. Thus, a transaction will be significant if conducting the transaction is vitally important in order to fulfil the public entity’s mandate and for it to operate effectively.

In a broader sense “significant” may also be interpreted as those transactions that in the case of a public entity would require approval from the Executive Authority or National Treasury or Parliament. These types of transactions could include the sale or acquisition of major core or non-core assets, the investment in or acquisition of strategic business entities or subsidiaries, a major re-structuring of the balance sheet through changes in financing or accounting policies etc.

There is no set rule for calculating a “significant” monetary value. The public entity should consider the importance of the transaction, i.e. the transaction’s impact on the entity as a whole, as well as any possible impact the transaction could have on a decision or action taken by the entity’s executive authority.

From the interpretations above it can be seen that there is a difference between “material” and “significant”. Significant is larger than material as a significant transaction impacts the public entity as a whole. An occurrence may be material but not necessary significant, whereas any occurrence that is significant will be material.

Therefore materiality/significant framework is judgement of the level at which errors (intentional/unintentional), either individually or in aggregate, might be considered material/significant in relation to the FPB’s annual financial statements an in terms of its annual reporting taken as a whole.

### **3.The purpose of materiality and significance framework is:**

- a. To establish a threshold/framework within which the Board of FPB can effectively discharge its management and reporting responsibilities emanating from the specific sections of the PFMA.
- b. It will also assist the Board of FPB to design, develop and implement a proper (reasonable) framework of policies, procedures and controls to effectively manage business risk.
- c. The framework will also help the Board of FPB to establish proper structures of Accountability to the Executive Authority and proper delegation of authority to executive management within the FPB.

### **4. The concept of materiality in two-dimensional namely:**

- a. Quantitative materiality which deals with monetary information (amount) and
- b. Qualitative materiality which deals with the non-monetary (nature) characteristics of the information.

### **Examples of quantitative misstatements would be:**

- i. Misrepresentation/omission, unauthorized, wasteful, fruitless and irregular expenditure which individually or in aggregate is greater than the quantitative materiality level set.

### **Examples of qualitative misstatements would be:**

- i. Inadequate or improper description of the entity's accounting policy when it is likely that a user of the financial statements would be misled by the description, and
- ii. Where an entity fails to disclose the breach of regulatory requirements when it is likely that the consequent imposition of regulatory restrictions will significantly impair operating capability.
- iii. Failure to report/ disclose perpetuated fraudulent activities by any official of the entity.

### **5. It is proposed that the FPB materiality and significance framework be set as follows:**

#### **5.1 Quantitative Materiality Framework:**

Due to the nature of the FPB's business, management is of the opinion that it is prudent that the materiality level should equal 0.01% of budgeted expenditure. Best practice is for the materiality level to be equal to or less than the level set by the Auditor – General for year-end annual audit. Based on the above motivation, it is proposed that the quantitative materiality level of the FPB for the following year is as follows and the same materiality level will be applied to all future financial years:

- |  |              |
|--|--------------|
| a) For year ending 31st March 2016<br>(R88 492 000* 0.01%) | R 884 920.00 |
| b) For year ending 31st March 2017<br>(R93 451 000 *0.01%) | R 934 510.00 |
| c) For year ending 31st March 2018<br>(R98 185 000 *0.01%) | R 981 850.00 |

## **5.2 Qualitative Materiality Framework**

All fraud and corruption related transactions shall be fully disclosed in the FPB annual financial statements and annual report, including corrective action taken, given the FPB's zero-tolerance of such transactions.

Furthermore, qualitative materiality framework will deal with the matters indicated in the following sections of the PFMA due to their nature:

- a. Section 50, in particular section 50(1) of the PFMA deals with the fiduciary duties of the accounting authorities and specifically requires that the accounting authority needs to inform the relevant executive authority of any material issues that could influence decisions of the executive authority or legislature:
- b. Section 51 of the PFMA
- c. Section 53 of the PFMA

## **5.3 Significance Framework**

For purposes of this framework, significant matters will be dealt with in accordance with the following sections of the PFMA shall apply:

- a. Section 54, in particular section 54(2) requires that entities seek approval from the relevant executive authority of specified material transactions including amongst others, any partnerships, acquisitions, disposals, change in business and any corporate changes.
- b. Section 66, and in particular section 66(1) restricts entities such as the FPB from borrowings, issuing guarantees, indemnities and securities.

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