

**Strategic Plan for
The Film and Publication Board**



October 2009 – April 2013

Introduction

The Film and Publication Board sought the assistance of an external facilitator to provide FPB with facilitation of strategic planning and workshop services. The organisation already had a strategic plan, which covered the period through the end of fiscal year (FY) 2012; also we already had an MTEF that had been developed and approved on the basis of the existing strategic plan. Nonetheless, as per mandate from the Board, the management engaged in the process of updating the existing plan, necessitated by recent changes in management and major gaps and insufficient clarity in the existing plan.

Thus, the FPB adopted the Governing Framework Approach © (GFA) – in short, a facilitated process of assisting FPB to chart a map that will help the organisation to travel from where we are today, to the desired destination in the medium to long-term, i.e. a strategic plan. This report – the Strategic Plan – includes the strategies (Core and Enabling), programmes, and projects that, as a whole, will guide FPB's progress.

This strategy takes the detail down to the project level, leaving the specification of activities to the programme and project managers assigned within FPB. These will be expressed through annual operational plan generated at unit level. In total, the strategy includes 4 Core Business Strategies and 8 Enabling Strategies, comprised of 50 Programmes, which, in turn, subsume over 200 different projects, spanning the 2009 to 2014 period.

Document reviews, interviews with internal and external stakeholders and views expressed during the workshop lead to the consensus that FPB has five major challenges, namely:

1. The imperative of improving the registration, submission, and compliance of 'problematic distributors' (i.e. Nollywood, Bollywood, and adult content stores)
2. Improving and maintaining alignment between FPB's classifications and the diverse and changing perceptions of the South African public
3. The threat that new media, for which FPB has little to no legislated mandate to regulate, poses to FPB's core mission and its reputation
4. A need to substantially improve and heighten its profile with consumers, and to reposition itself as a consumer protection agency
5. Inadequacy of the budget to an increasingly large and complex task.

In order to solve these and other challenges, FPB started the strategic planning workshop by collectively agreeing that FPB's purpose and statement of highest aspiration is:

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

In one, succinct phrase this captures the essence of FPB's destination. By the end of this plan period, FPB wants to have optimised its performance in its existing core mission, while being much better prepared to tackle the evolving challenges of new media.

It must also improve its skills base and practice better internal communications. Many of FPB's challenges with governance should be resolved soon, as the Amendments have been passed and signed into law.

List of Abbreviations

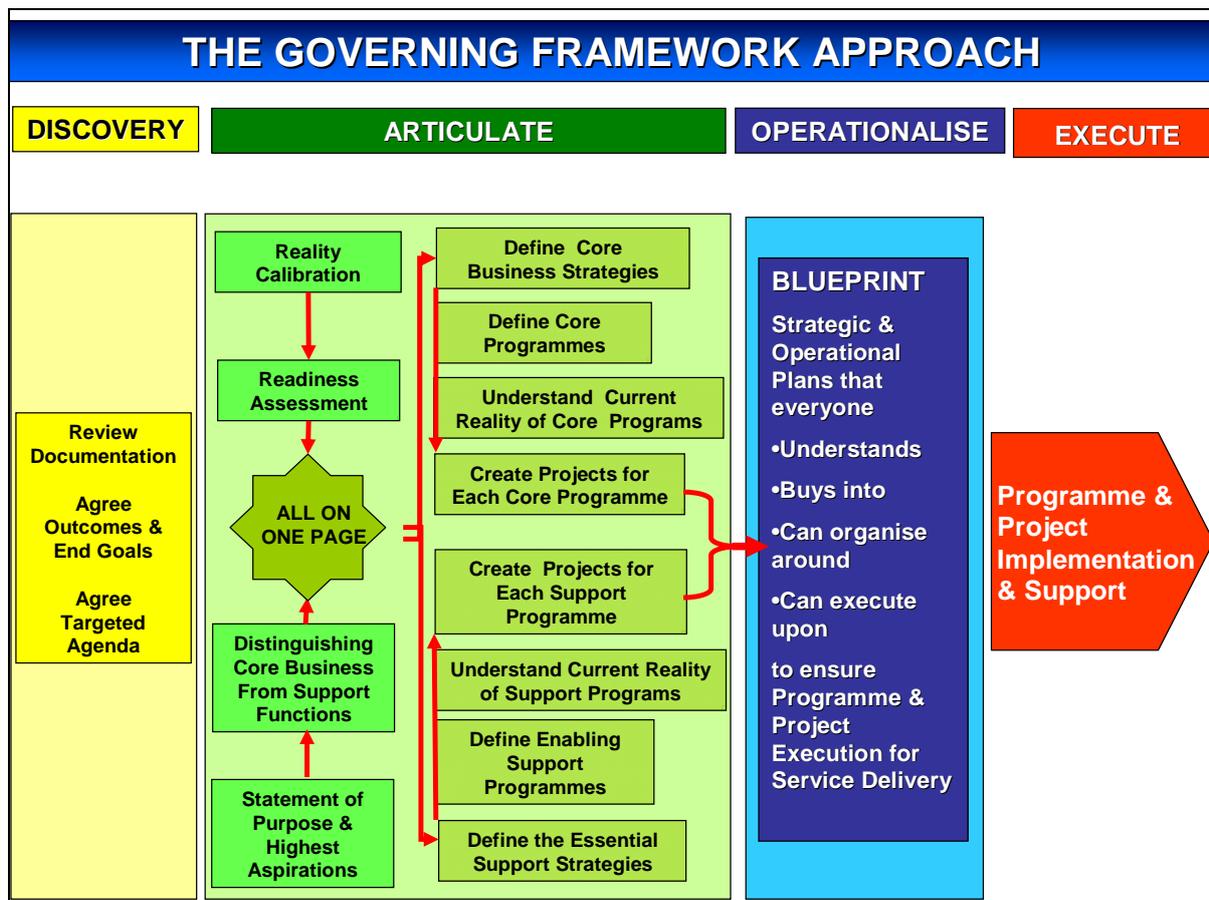
AFS	Annual (Audited) Financial Statements
BCCSA	Broadcasting Complaints Commission of South Africa
DRM	Digital Rights Management
FPB	Film and Publication Board
FSB	Financial Services Board
FTP	File Transfer Protocol
FY	Fiscal Year
GFA	Governing Framework Approach
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
ISP	Internet Service Provider
IT	Information Technology
MIS	Management Information System
MNO	Mobile Network Operator
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCR	National Credit Regulator
NFVF	National Film and Video Foundation
PFMA	Public Finance Management Act
PO	Problematic Operator
RFP	Request for Proposals
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
SLA	Service Level Agreement
SMS	Short Messaging System
SSA	Siana Strategic Advisors
TCTC	Total Cost To Company
TOR	Terms of Reference
UN	United Nations
WAP	Wireless Application Protocol
WASP	Wireless Application Service Provider

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1. Overview of Strategic Planning Framework and Process

The Governing Framework Approach © (GFA) – in short, a facilitated process of assisting FPB to chart a map to travel from where FPB is today, to the desired destination in the medium to long-term, i.e. a strategic plan. Beginning in the week of 22 June 2009, a series of key documents were reviewed, such as the most recent versions of the 5-year, 3-year and 1-year plans, and annual financial statements for the past two fiscal years, governing legislation, etc. Then, between 25 June and 6 July 2009, more than 25 one-on-one interviews were held with the staff, management, Board of FPB and the Deputy Minister of Home Affairs representing the Executing Authority, as well as a series of key stakeholders representing interested parties from the private sector. This constituted the “Discovery” phase (see graphic below).



From 8 to 10 July 2009, a highly interactive workshop was held in Johannesburg among nearly 30 of FPB’s upper management, middle management and supervisory, and regular staff personnel. On the first day, each person expressed their expectations of the workshop; the group jointly assessed and reach consensus on FPB’s current reality; and on that basis they ‘all arrived on one page’, in expressing a common statement of purpose and highest aspiration¹.

¹ Annex A summarises the workshop participants’ expectations, views on who their stakeholders are and what FPB offers those stakeholders, what FPB wants to achieve, and a gap analysis between what stakeholders want and what FPB offers. These inputs and the independent and objective insights of the Consultant all informed the finalization of the statement of purpose and highest aspiration, which differs from statements of mission and vision, by succinctly defining what the organization, FPB, will do and achieve.

After an orientation from the workshop facilitator about the GFA methodology, the group spent the remaining two and a half days developing a cascading and inter-related series of strategies, programmes, and projects that would guide FPB's journey towards its purpose and highest aspiration between now and the end of fiscal year 2013 / 2014. This comprised the "Articulation" phase of the GFA.

This report – the Strategic Plan – includes the strategies (Core and Enabling), programmes, and projects that, as a whole, will guide FPB's progress. Generically, they are defined as follows:

- Strategies are things that are unlikely to change even over a long period of time, except some sort of major external disruption (e.g. Cabinet decides that there will only be one regulator for multi-media content in South Africa, etc.) and define the key pillars of FPB's business;
- Programmes (outputs) must have time-defined and specific outcomes, which usually may span as much as a 2 to 4-year time frame;
- Projects (indicator) must also be time-defined with specific outcomes, but should mostly fit within one year; and
- Activities should occur within weeks or months and have clear outcomes.

This strategy takes the detail down to the project level, and activities will find expression through the annual operational plans generated at operational unit level. In total, the strategy includes 4 Core Business Strategies and 8 Enabling Strategies, comprised of 50 Programmes, which, in turn, subsume over 200 different projects (indicators), spanning the 2009 to 2014 period.

As a general rule, Programmes (outputs) express accomplishments that must take longer than 1 year, and usually within 2 to 4 years. They represent a once-off or summary achievement, and tend to break down the components of the corresponding strategy by market or stakeholder group, specific business objectives, and / or time frames. In turn, frank and collective examination of the current realities – i.e. relevant favourable factors, relevant unfavourable factors, opportunities, and threats (known to some as a SWOT analysis) – directly led to the identification of specific Projects, designed to capitalise upon positive dynamics and correct or mitigate the effect of negative issues.

All Programmes and Projects must lend themselves to time-defined and specific outcomes, which represent the optimal situation as it will be in future, i.e. the best or most favourable condition, degree, or amount for a particular situation, not necessarily the ideal condition. All desired outcomes should reflect a win-win match between what the clients and stakeholders want and what FPB offers.

All desired outcomes must describe: 1) What will happen; 2) At what level; 3) By when; 4) Over what period; and 5) To be measured by. In addition, FPB senior management and board will have to assign specific people to act as Programme and Project managers, who will take responsibility for and be monitored, rewarded, and penalised, in accordance with the achievement, or not, of the desired outcomes.

2. Strategic Plan Highlights

1. The mandate of the Board is defined in the Film and Publications Board Act (Act 65, 1996) amended in 2004, and below are some of the key areas:
 - The Film and Publications Board is established by the Act to regulate the creation, production, distribution and possession, through classification of the content of films, publications, interactive games, adult premises.
 - The Film and Publications Board is to implement the functions imposed on it by the Act, and is to establish policies, procedures and processes to ensure the objectives of the Act are carried out
 - The Film and Publications Board is to contribute to the National Strategy to prevent crime, by supporting the Police Services and other Bodies
 - The Film and Publications Board is to protect children from exploitation and harmful material, and is the leader of anti-child pornography campaigns – but must strike a balance in terms of focus. When there are competing interests, the rights of a child are paramount
 - The Film and Publications Board is to research empirical data with regards to statistics and trends and the research of societal tolerance levels
 - The Board has historically prioritised to focus on distribution and possession – unless on issues of child pornography, due to limited capacity – the creation and production focus needs to be expanded in the future.

2. The vision of the FPB is

“A credible and visible content-classification authority”

3. FPB’s purpose and statement of highest aspiration is:

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

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

4. The FPB embraces the following Batho Pele principles in all its engagements with both internal and external stakeholders.
 - Responsibility,
 - Accountability,

- Commitment to Service,
- Responsiveness,
- Courteousness,
- Justice,
- Equality,
- Fairness,
- Loyalty,
- Openness,
- Empowerment and
- Integrity.

5. This strategic plan maintains the basic format and thrust of the 2007 – 2012 plan, while also introducing a revised, refined, clarified, and improved strategic direction. As such, FPB has revised and streamlined its Strategic Objectives from five to four as follows:

5.1 Enhance, integrate, and implement a constitutionally sound regulatory framework. Through this objective, the FPB will ensure effective management and implementation of the Act, regulate media through the classification of content; enable informed choices about media content; create a healthy and child safe media environment and reflect contemporary norms and values in the business and work of the Film and Publication Board.

5.2 Develop and maintain organisational capacity and capability. Through this objective, the FPB will enhance leadership and management of the Film and Publication Board as well as maintain sound corporate governance and compliance.

5.3 Form and maintain national and international partnerships, and coordinate initiatives that support the business of the Film and Publication Board.

5.4 Position the Film and Publication Board as a visible and credible, professionally run organisation

6. *The Core Strategies include the:*

- 6.1 Regulatory Efficiency And Effectiveness Strategy
- 6.2 Regulatory Transformation Strategy
- 6.3 Consumer Alignment & Information Sharing Strategy
- 6.4 New Media Engagement Strategy

7. *The Enabling Strategies include the:*

- 7.1 Public Relations Improvement Strategy
- 7.2 Skills Development & Staff Retention Strategy
- 7.3 Internal Communications Effectiveness Strategy
- 7.4 IT Enhancement & Relevance Strategy
- 7.5 Research Applicability Strategy
- 7.6 Funding Diversification & Growth Strategy
- 7.7 Governance Strengthening Strategy
- 7.8 Policy & Legislative Alignment Strategy

The chart below shows the interface between strategic objectives, strategies and programmes which are core to the FPB Strategy. The programmes are further cascaded into projects (indicators) – refer to text and MTEF submission for further details. By design, several strategies and programmes overlap and share inter-dependencies.

Strategic Objective	Strategy	Programmes (Output)
1. Enhance, integrate, and implement a constitutionally sound regulatory framework.	Regulatory Efficiency	1. Problematic Distributors Registration and Compliance 2. Non Problematic Distributors Registration and Compliance 3. Law Enforcement Liason and Effectiveness 4. Representative Examiners 5. Registration and Classification Efficiency Program
	Consumer Alignment and Information Sharing	6. Consumer Market Segmentation 7. Regulatory Repositioning 8. Fully Representative responses to the Guidelines 9. Customer Care Skills Development 10. External Ratings Convergence 11. Channel Development and Deployment
	Research Applicability	12. Public Awareness, involvement and usage 13. Research Methods and Processes 14. Research Resources and capability
	Regulatory Transformation	15. Partnerships in regulations 16. Stakeholder Relations and Alignment 17. Electronic Storage and Accessibility of records and data 18. Data base creation, accessibility and application program
	Policy and Legislative Alignment	19. Government Support and Dialogue 20. Media Content Policy and

		<p>Regulation Review</p> <p>21. Legislation and Trends Review</p>
<p>2. Develop and maintain organisational capacity and capability</p>	<p>Skills Development and Staff Orientation</p>	<p>22. HR Management Improvement</p> <p>23. Staff Development</p> <p>24. Staff incentives</p>
	<p>External Communications Effectiveness</p>	<p>25. Team Building</p> <p>26. Internal Communications Structure and Protocols</p> <p>27. Internal Platforms and Communication Mediums</p> <p>28. Internal Policy and Procedure Compliance</p> <p>29. Transformation Communications</p> <p>30. Strategy and Program Co-ordination</p>
	<p>IT Enhancement and Relevance</p>	<p>31. IT Policy, Structures. Protocols and procedures</p> <p>32. External interfaces and applications</p> <p>33. Internal applications</p>
	<p>Funding Diversification and Growth</p>	<p>34. Classification and Registration Fee Structure Amendment</p> <p>35. Donor Funding</p> <p>36. Accurate Financial Statistics and Reporting</p>
	<p>Governance Strengthening</p>	<p>37. Governance Structure, Policies and procedures</p> <p>38. Personnel Change</p> <p>39. Operational Performance Improvement</p> <p>40. FPB location</p>
<p>3. Form and maintain national and international partnerships, and co-ordinate initiatives that support the business of the FPB</p>	<p>New Media Engagement</p>	<p>41. Industry Transformation Awareness</p> <p>42. Technology Awareness</p> <p>43. Consumer Behaviour and Trends</p> <p>44. New Oversight</p> <p>45. International Regulatory Alignment</p>
<p>4. Position the FPB as a visible and credible professionally run organisation</p>	<p>Public Relations Improvement</p>	<p>46. Branding Upgrade</p> <p>47. Media Dispersion and Leverage</p> <p>48. Media Structure and Skills</p> <p>49. Profile Building</p> <p>50. Journalists and Press Engagements</p>

3. Core Strategies

The core strategies and related programmes and projects elucidated below capture the main thrusts of FPB's business – i.e. registration, classification, and compliance – but present them in ways that engender cross-divisional interaction and execution. They include: 1) the Regulatory Efficiency and Effectiveness Strategy; 2) the Regulatory Transformation Strategy; 3) the Consumer Alignment & Information Sharing Strategy; and 4) the New Media Engagement Strategy. These all fit with the current reality, and they reflect the main purpose and highest aspiration of FPB for the future. Of course, as summarised above, none of the core businesses operates at an optimal level now. So, FPB has a considerable amount of work ahead to do its basic business well, while taking on new challenges too.

3.1 *Regulatory Efficiency and Effectiveness Strategy*

This strategy encompasses the core of FPB's legislated mandate – namely, registration, classification, and compliance. In particular, it focuses on the FPB's direct relationship with the industry with which it interfaces most. This includes the 'old media' distributors of films and publications in their traditional formats. The main, but not only industry actors and mediums, include formal cinemas and the movies that they distribute and show, various retailers of videos, DVDs, and games, and publishers of varied printed materials.

This strategy encompasses five different programmes. The first two recognise the critically differentiated approaches required for those distributors considered problematic (i.e. Nollywood, Bollywood and, Adult content distributors), and those considered non-problematic. By and large, this differentiation rests upon propensities and levels of registration and compliance, as well as the ease or difficulty of locating and monitoring their behaviours.

The third programme seeks to address the deficient, but vital relationship with South African law enforcement agencies. Many of the 'teeth' that FPB requires to give any meaningful effect to their compliance activities remain with those who can apprehend, prosecute, and incarcerate offenders – none of which lie within FPB's own purview.

Turning inside of FPB, the fourth programme seeks much better internal alignment between the classifications given by various examiners, the interpretations of FPB's managers, and the guidelines. This is a first and critical step in improving the consistency and credibility of FPB's ratings.

The fifth and last programme in this strategy will focus on improving the efficiency of the classification value chain. This pertains mainly to the time required between submission of materials and their being given a classification, and importantly including the proper invoicing of the parties that submitted the material.

Problematic Distributors Registration & Compliance Programme

Desired Outcome: In each of the fiscal years from 2010 the percent of newly registered distributors as a percent of those found to be unregistered will increase by 20% per year, as measured by periodic management reports and FPB Board-reviewed submissions.

Projects:

- Increase the number of visitations, and in turn raise the percentage of new registrations as a result of visitation
- Increase the volume of submissions, relative to new registrations
- Ensure that a minimum 95% of the titles submitted are classified

- Improve cooperation between problematic distributors and the FPB, by, among other tactics, explaining FPB's mandate and the benefits of registration, classification, and compliance, communication as it potentially relates to improving the market position of problematic distributors, vis-à-vis the threats of largely unregulated e-commerce based competitors

Non-problematic Distributors Registration & Compliance Programme

Desired Outcome: In each of the fiscal years from 2010 the percent of newly registered distributors as a percent of those found to be unregistered will increase by 5% per year, as measured by periodic management reports and FPB Board-reviewed submissions.

Projects:

- Improve responsiveness to registration applications and general queries, as measured by time elapsed between the initial receipt of inquiries, the time to initially respond, and the time to resolve the query, via email, telephone, Internet and other portals
- Maintain regular monthly contact with key players and industry bodies to stay abreast of market expansion and contraction
- Ensure that 100% of the titles submitted are classified

Law Enforcement Liaison and Effectiveness Programme

Desired Outcome: In each of the fiscal years from 2011, increase the percentage of prosecutions, as a percentage of total punishable cases submitted, by at least 10%; while also increasing the Rand value of fines received, as a percentage of finable cases submitted, by at least 10% – as measured by periodic management reports, data shared and confirmed by relevant law enforcement or judicial bodies, and / or FPB's own annual financial statements (AFS).

Projects:

- Broaden and deepen cooperation with the relevant law enforcement and judicial bodies, through clear memoranda of understanding (MOUs) and other operational agreements
- Maintain regular (i.e. bi-monthly or quarterly) high-level operational reviews with the same law enforcement and judicial bodies
- Focus coordinated investigation and prosecution actions on the specifically punishable offenses, such as those related to child pornography
- Maintain periodic liaison with SA Government departments and agencies responsible for anti-piracy, intellectual property rights protection, and other distribution rights, which fall outside of FPB's explicit mandate, but which clearly influence its market perception and effectiveness
- Jointly embark on public campaigns to clarify FPB's role, versus those of other agencies, in respect of anti-piracy, intellectual property rights protection, and other distribution rights
- Create and maintain a specific channel for the submission of classifiable material, which may come from sources other than the original distributors²

² Even in 'old media' value chains are compressing. Writers, directors, actors, and distributors can be one in the same. As such, focusing exclusively upon "distributors" may miss many of the channels through which media content is reaching the public. This phenomenon may be particularly prevalent among the troublesome 'Nollywood' and 'Bollywood' markets. To the extent that many of these latter two categories of films may come into the country via wholesale merchants (who may do much more than just distribute films), some targeting of those entities may yield more cost effective ways of capturing classifiable material.

Representative Examiners Programme

Desired Outcome: In each of the fiscal years from 2010, improve the internal convergence of classification between the two or more examiners that view any single film, such that the incidents of non-convergence decline by no less than 10% per year – as measured by periodic management reports and FPB Board-reviewed submissions.

Projects:

- Improve recruitment and selection processes for examiners to ensure alignment between the socio-economic and demographic make-up of FPB's examiners and South African society
- Improve the periodic rotation of examiners and the types of films that they review
- Enforce strict orientation to and training in the classification guidelines
- Institute and maintain random and regular management review of a representative sample of classifications

Registration and Classification Efficiency Programme

Desired Outcome: In each of the fiscal years from 2010, reduce the average time (in number of business days) required to register new distributors and classify newly submitted material, by no less than 10% per year – as measured by periodic management reports, FPB Board-reviewed submissions, and randomly selected distributor feed-back.

Projects:

- Thoroughly document the detailed elements of each of the business processes for registration and classification
- Improve the security and control of the in-take procedures for submitted materials
- Harmonise, clearly document, and closely monitor work flow requirements between and among registration, classification, and financial and administrative departments
- Clearly articulate the application and submission requirements for distributors, so as to minimise queries and rejections

3.2 Regulatory Transformation Strategy

This strategy relates very closely to the first one, but focuses keenly on the over-arching approaches that should support the day-to-day activities enumerated in the first core strategy. It deals broadly with two key areas – the managing of relationships with organisations outside of FPB, and implementation of key IT-based solutions. In short, these programmes do not alter what FPB is mandated to do, but does move the organisation forward in how it does its work.

The first programme looks at FPB's relationship with other regulators in South Africa and internationally, which overlap FPB's market space. Overall, the programme seeks to build alliances, minimise conflict, and develop joint operational tactics, where best suited.

The second programme examines FPB's relationship with a ring of stakeholders that largely fall outside of FPB's current regulatory domain, but which nonetheless influence the same space. This programme also encourages broader and deeper liaison with FPB's current industry counterparts, in order to move the interaction from one of simply regulator / industry, to one of joint stakeholders in the orderly evolution and development of a fast-changing market.

The last two programmes refocus on FPB's internal capacities and methods, and particularly address matters related to IT and moving many of FPB's core processes from paper to electronic means. In tandem with the programmes laid out in the Regulatory Efficiency and

Effectiveness Strategy, these specific initiatives should help to improve the integrity, speed, and reliability of FPB's core functions.

Partnerships in Regulation Programme

Desired Outcome: By the end of FY 2011, FPB have in place MOUs, and where appropriate, SLAs, which define joint or coordinated operations between FPB and other South African regulatory bodies that overlap FPB's legislated mandate.

Projects:

- Thoroughly review the actual or potential overlaps, conflicts and parallels of mandates, functions, or markets between FPB and ICASA, BCCSA, and any other South African regulatory bodies deemed relevant
- Establish and maintain regular high-level formal liaison through a joint working committee, comprised of FPB and other relevant South African regulatory entities
- Establish and maintain liaison with similar or parallel structures at the Ministerial and Departmental levels
- Subject to annual review, define specific areas of joint and separate intervention in the market
- Maintain regular (i.e. monthly or bi-monthly) contact on operations among relevant managers and supervisors in the affected regulators, so as to ensure smooth and consistent execution of activities that may impact the same industry players

Stakeholder Relations and Alignment Programme

Desired Outcome: By the end of FY 2012, FPB will have in place MOUs, which define areas of joint and shared interest and modes of communication and cooperation between FPB and other South African and international entities that share in FPB's interests.

Projects:

- Regularly maintain formal and informal liaison with key 'old media' industry bodies, such as adjunct membership, attendance at conferences, participation in panel discussions, subscriptions to list-serves and newsletters, and so on
- Define common areas of interest and define a working relationship, based on those mutual interests
- Form knowledge and information sharing relationships with 'new media' companies and industry bodies, such as the MNOs, ISPs, WASPs, etc.
- Conclude an MOU with NFVF and those who commission works, so as to better understand and influence the creation of new content, so as to improve compliance with FPB norms, rules, and regulations
- Conclude MOUs with classification authorities overseas, with the purpose of sharing benchmarking data on FPB's standards, processes, and performance
- Where appropriate, conclude operational cooperation agreements with International organizations, in addition to the current agreement with INHOPE

Electronic Storage and Accessibility of Records and Data Programme

Desired Outcome: By the end of FY 2014, all submitted material, registration information, and compliance records will be stored electronically and be readily accessible to all who need it, according to clear security, privacy, and control protocols.

Projects:

- Convert and digitise as many existing records and materials as necessary and practical
- Design and implement policies, procedures, and systems for submission of registration and classification materials via electronic means
- Design and implement policies, procedures, and systems for safe-keeping and accountability for submitted material

- Design and implement policies, procedures, and systems for the compliance database to be available electronically

Data Base Creation, Accessibility and Application Programme

Desired Outcome: By the end of FY 2014, all submitted material, registration information, and compliance records will be accessible via a dynamic data base that will allow multiple functionalities³, be readily accessible to all who need it, achieves no less than 95% accuracy, and be governed and managed according to clear security, privacy, and control protocols.

Projects:

- Survey FPB staff, management, Board and Ministerial stakeholders on desired content, flow, and functionality of the database
- Review and recommend hardware and software requirements
- Submit a recommended database option, with clear cost-benefit analysis, designation of outsourced and in-sourced competencies, budget, time frames, and milestones for implementation and launch
- Carry out or oversee design, development, testing and implementation of the new database
- Carry out or oversee the piloting and live phases of implementation.

3.3 Consumer Alignment & Information Sharing Strategy

Despite FPB's need to regulate through industry, the essence of its purpose is to protect and inform consumers. Therefore, this strategy entails the critical relationship between FPB and the public.

The first programme recognises the critical need to segment the South African consumer market. Such segmentation will be indispensable in targeting differentiated messages, ensuring inclusion of society's diverse sections, and most importantly, raising the prospects for better congruence between FPB's classifications and the varied perceptions of the public.

The second programme seeks to not only make FPB more visible in the public, but to ensure common understanding of its mandate. In essence, this will be a combination of enhancing the brand of FPB, and building the confidence of the public that FPB truly reflects society's norms and standards, in terms of the classification of films and publications.

The third and fourth programmes take the foundation laid by the first two, and challenges FPB to garner substantial public participation in the setting of norms and guidelines, and then to increasingly close the gap between FPB's application of those guidelines and the public's own perceptions of the suitability of ratings.

The fifth programme calls upon FPB to exploit as many appropriate channels of communication and interaction with the public as feasible. This specific outreach will be specifically designed to support FPB's classification and compliance functions, in particular.

Consumer Market Segmentation Programme

Desired Outcome: By the end of FY 2011, develop a segmentation model⁴, and identify, quantify, and provide relevant descriptions of all market segments that are or may be relevant to FPB's ongoing contact with the public.

³ Specific functionalities will have to be determined by way of a detailed internal user survey, but may include, for example, sorting and comparisons by category, trend analysis, work flow tracking, and so on.

⁴ NB: Segmentation models are not simple stratifications by typical demographics, such as age, gender, or race. Rather, they are specifically designed to capture the key elements of a heterogeneous group that allows them to be clustered along a continuum. For example, LSM brackets take into account access to and usage of various

Projects:

- Scan and amass raw consumer data, studies, and indices
- Develop a list of consumer attributes that correlate best to the purpose of FPB and specifically the judgement of classification standards
- On the basis of census data queries and representative surveys of the SA population about FPB's classifications, develop a stratified market segmentation model

Regulatory Repositioning Programme

Desired Outcome: By the end of FY 2012, no less than 75% of the public will identify FPB as a “consumer protection agency”, focused on mandated media content, such as films, games, publications, and so on – as measured by independently administered and nationally representative consumer surveys.

Projects:

- Target nodes of existing and substantial presence, e.g. cinemas, to deliver and enforce the new message and given mandate
- Form working alliances with relevant consumer protection and consumer advocacy groups within civil society, especially those that may share similar values and objectives in relation to children
- Establish knowledge sharing relationships with existing consumer protection agencies in South Africa, such as NCR and FSB, as well as the consumer protection directorate within dti
- Raise the public profile of tools for consumer interaction (e.g. website, mobile, call centre, etc.) and increase accessibility for direct inputs from the public

Fully Representative Responses to the Guidelines Programme

Desired Outcome: By the end of FY 2012, a nationally representative sample (i.e. a certain percentage of the total South African adult population, and inclusion of correct proportions of FPB's market segments) will review the published Guidelines – as measured by independently auditable data compiled by FPB, and reported to the Board.

Projects:

- Determine targeting and dissemination tactics, in order to reach the number and types of consumers needed
- Structure outreach methods and timing to match characteristics of representative market segments
- Develop sampling techniques and other surveying tools to ensure proper coverage of the population
- Institute policies, procedures and resources that are adequate to monitor and assess public response

Customer Care Skills Development Programme

Desired Outcome: By the end of FY 2013, at least 80% of consumers who lodge a query or grievance with FPB perceive that FPB has ‘fairly, clearly and expediently’ handled their inquiry – as determined by ongoing internal customer surveys and periodic independent surveys.

Projects:

- Standardisation and streamlining of service delivery to ensure consistency and quality of all consumer interfaces throughout FPB's entire network
- Front line communications and problem resolutions skills enhancement to apply a basic set of skills among those with most frequent and direct consumer contact

consumer products, because it is typically used by the retail and other industries that must understand consumers' propensity to buy and use various goods, which may not correlate at all to typical demographic patterns.

- Consumer feedback mechanisms to ensure both positive and negative comments influence behaviour and management decisions
- Recognition of exemplary staff to instil pride and incentive to achieve

External Ratings Convergence Programme

Desired Outcome: By the end of FY 2013, no less than 75% of the South African public will agree with the statement, “FPB always or usually classifies films in line with my own judgement” (or some similarly worded survey question) – as measured by independently administered and nationally representative consumer surveys.

Projects:

- Publishing of guidelines in a timely and effective way to as large and representative a sample of adult South Africans as possible
- Serious consideration and, where appropriate, accommodation of bona fide comments from the public into the guidelines
- Regular participation in public events at university and in other civic and public forums on the values and norms of South African society
- Engagement in public dialogue about what South Africans consider harmful and inappropriate material
- Close monitoring and consistent updating of examiner application of the guidelines, reflecting changing consumer perceptions over time

Channel Development and Deployment Programme

Desired Outcome: By the end of FY 2012, have in place fully operational and multiple modes of interacting and communicating with the public, including real and virtual, physical and electronic, confidential and open, mass and individual channels, as deemed appropriate, by consensus between FPB management and relevant Board members or subcommittees.

Projects:

- Emphasise the use of ‘plain English’ and simple versions of other South African languages, especially in the publication for review by the public of material that otherwise may be full of legal or technical jargon
- Put in place a well-equipped and properly resourced call centre
- Use printed materials, such as pamphlets, booklets, reports and so on in a judicious manner
- Emphasize quick, inexpensive, interactive, easily read, targeted, and regular messages through sms and other mobile-enabled protocols
- Improve look, feel, and functionality of the website, and ensure it is regularly updated
- Incorporate free and paid usage of TV and radio
- Use the captive audience of the cinema to notify the public of its right to interact with FPB
- Beyond the Government Gazette, ensure dissemination of the same information (or a condensed and simplified version of the same) through other channels (e.g. mobile, radio, etc.)
- Ensure the channels used match to the preferences and tendencies of the identified consumer market segments

3.4 New Media Engagement Strategy

This is the specific strategy to deal with consumers’ interaction with content, which may not fall directly under the currently legislated mandate of FPB, and / or which may appear on platforms outside the direct purview of FPB, but which still may have the same influence and impact upon the public as those elements already under FPB’s mandate.

This strategy also looks forward to how to tackle the already evident and increasing convergence of the value chain, players, content, and platforms, which could make elements of FPB's current mandate or approach irrelevant, or at least, much less effective, in the medium to long term.

The first three programmes address FPB's need to come up to speed on three key elements of the new media landscape. Specifically, these include the structure of the industry itself, which is not as linear, obvious, or static as the 'old media' players; the ever-changing technologies that predominate in the new media space; and the characteristics, dynamics and trends that describe the interaction of consumers in the new media terrain.

The fourth programme suggests a cooperative oversight role for FPB with its South African regulatory counterparts, in the context of new media. This programme is conscious of the conflicts that would arise with other regulators, if FPB were to assume an explicit regulatory role in the new media space. It also recognises the distinctly unlikely prospects and inordinate amount of resources that would be required to alter FPB's enabling legislation to allow them an official regulatory role in the new media market. Nonetheless, the programme has been designed to ensure FPB remains aware of the actions taken by other regulators around industry players and media content that overlap with or substantially influence FPB's work, and which therefore, at a minimum create reputational and even operational risk.

The fifth programme represents a similar posture to the one set out in the fourth programme, but in this instance with international regulatory counterparts. By definition, the monitoring and control of new media content is an international problem. Its creation, distribution, and usage constantly cross borders.

Industry Transformation Awareness Programme

Desired Outcome: By the end of FY 2011, demonstrate up to date and ongoing understanding of the evolving ways in which the new media market players are organised – as measured by inclusion of such knowledge in updated approaches to regulation and contributions to policy and public debates and decisions on the same matters.

Projects:

- Engage on a regular basis with MNOs, WASPA, the ISPs, and other industry players to learn about various business and commercial models, and to identify who forms part of the new media value chain
- Conduct desk research to understand the linkages and disjuncture between old and new media
- Conduct desk research that focuses in particular on the ways in which new media are produced, distributed, procured and sold
- Incorporate this knowledge into ongoing policy and regulatory debates and discussions, so as to refine FPB's role in new media

Technology Awareness Programme

Desired Outcome: By the end of FY 2011, demonstrate up to date and ongoing understanding of the evolving hardware and software options that support new media – as measured by inclusion of such knowledge in updated approaches to regulation and contributions to policy and public debates and decisions on the same matters.

Projects:

- Investigate the consumer-facing aspects of new media, with particular attention to the hardware and software associated with cell phones, personal computers (including desktops, lap tops, and net books), PDS and gaming devices used to create and source content

- Familiarise FPB with cross-platform adaptability, especially as it relates to the capabilities of Web-WAP protocols
- Become familiar with the software and applications, related to social networking sites
- Research the hardware and software behind evolving regulatory tools adapted to new media, for the purposes surveillance, monitoring, security and intercept
- Gather credible information on DRM (digital rights management)

Consumer Behaviour and Trends Programme

Desired Outcome: By the end of FY 2011, demonstrate up to date and ongoing understanding of the demographics and population segments who interact with new media, and how and why they interact with new media – as measured by inclusion of such knowledge in updated approaches to regulation and contributions to policy and public debates and decisions on the same matters.

Projects:

- Review and investigate the kinds of content consumers are accessing or purchasing via Web or WAP social networking sites, e.g., chat, jokes, videos, fashion, ringtones, etc.
- Create an FPB presence within the various social networking environments to begin engagement aimed at understanding consumer behaviour better
- Stay abreast of new features and functionalities in social networking sites and the appeal that each has, e.g. the advertisement / event page that consumers can create on Facebook to advertise their own goods and services to their friends and others
- Develop and run an ongoing Web / WAP based survey to establish if consumers know who FPB are, what FPB does, and ways FPB can add value to their new media experiences

New Oversight Programme

Desired Outcome: By the end of FY 2012, obtain approval from the FPB Board and the relevant Ministry(ies) to formally cooperate with other regulatory bodies in the active monitoring of new media content and reactive, complaints and exceptions driven mode of overseeing its distribution.

Projects:

- Compile and present the research and observations gleaned through the industry, technology, and consumer awareness programmes
- Develop a proposal for cooperation with industry and regulatory bodies involved in new media
- Obtain in-principle support from FPB's own governance structures
- Negotiate required agreements
- Amend and gazette FPB regulations to give legal effect to the updated approach to regulation

International Regulatory Alignment Programme

Desired Outcome: By the end of FY 2014, conclude an appropriate number and diversity of MOUs and SLAs with international regulatory agencies in the new media terrain, which formalise operational cooperation in the surveillance, monitoring, security, intercepting and reporting of offensive or harmful content found in new media.

Projects:

- Regularly subscribe to publications that focus on global new media trends
- Acquire and share information with at least 2 new media regulatory bodies, on leading trends in the mobile content space, as it relates to new media regulation
- Obtain observer or adjunct membership to an adequate number and diversity of consumer protection and other watchdog organisations focused on new media

- Clearly demonstrate mastery of the technologies that are the most current within new media, with particular focus on consumer-facing and regulatory tools
- Negotiate, sign and implement regulatory cooperation agreements with a relevant number and array of global regulatory bodies for new media, including, but not limited to sharing of databases of potentially harmful or offensive material, known or suspected creators or distributors of such content, and joint responsibilities in investigating, apprehending, and prosecuting offenders

4. Enabling Strategies

Core Strategies mostly define what FPB aims to do over the coming four to five years. Meanwhile, the Enabling Strategies define how FPB will achieve its targets. Most importantly, FPB must improve its levels of awareness and understanding from the public and strengthen its interactive relationship with consumers. This will be absolutely critical in rapidly establishing FPB as a legitimate consumer protection agency.

Skills development and retention, along with much improved internal communication comprise the remainder of the top three enabling strategies. With major changes in senior management structures and personnel having come into place less than a year ago, these two strategies confront lingering and inter-related problems and negative perceptions that have lingered or newly arisen. The Consultant would observe that unless these matters of skills, perceptions, and attitudes are resolved, no amount of policies, procedures, systems, and plans will transform FPB into an effective and optimally performing institution.

The next two enabling strategies – focusing on IT and research – relate very closely to all of the core strategies, each of which contain several references to IT and research programmes or projects. As enabling strategies, they focus on building the foundations, rather than specific applications.

The final three strategies, dealing with matters of funding, governance, and policy and legislative issues, have been given the least priority because taking action in them will often require resources and authority that go beyond FPB's staff and management, and sometimes even the Board. Thus, this plan recognises the importance of these issues, but at the same time, cannot commit FPB's core resources to undertake tasks that mostly lie beyond their control.

4.1 Public Relations Improvement Strategy

This strategy focuses on FPB's ongoing need to properly position and present itself in all of the relevant media, with differentiated approaches, tools, techniques, delivery and channel modes, and messages. This largely supports the need to have visibility and relevance among the general public, and to strengthen its position, as compared to other regulators in the same or similar markets.

Branding Upgrade Programme

Desired Outcome: By the end of fiscal year 2012, no less than 75% of the public⁵ will identify FPB as a “consumer protection agency” for media content, and properly associate a series of words and phrases that describe FPB's values and offering – as measured by independently administered and nationally representative consumer surveys.

Projects:

- Redraft and publish materials that concentrate on promotion of FPB's core business, without undue emphasis on child pornography
- Review and redesign, if necessary the logo, tag line, and other collateral that project the image of FPB

⁵ During the management workshop, a question arose as to whether this desired outcome, and perhaps others that refer to the “public” should not instead refer to a particular segment of the population that may be perceived as more relevant to FPB's mission (in this case, for example, the public with ready access to media). It was suggested that while FPB may have to strategically target certain elements of the public more or less directly, the overall mandate applies to all South Africans, and thus broad measures of FPB's performance must remain at that general level, even if more refined measures are used to guide specific projects or activities.

- Associate FPB in the public eye with individual and institutional champions of consumer protection generally, and issues of media with positive messages, child protection, healthy family living, and so on
- Recruit a limited number of respected and reasonably well-known public figures, who project images consistent with FPB's brand, to publicly speak about the importance of FPB's mission and the work it does
- Exploit the connection to the NFVF, as a way to influence up and coming producers and others involved in the creation of content
- Leverage media interest in child protection, and healthy lifestyle issues, specifically seeking out print and electronic publications that focus on women, mothers, teens and young adults

Media Dispersion & Leveraging Programme

Desired Outcome: By the end of fiscal year 2012, FPB will have an updated and Board approved media strategy, with particular emphasis on cost-effective ways of reaching as many South Africans as possible on a consistent basis.

Projects:

- Thoroughly research and describe the full range of electronic, print, and other media channels available, including, but not limited to, mobile, Web, TV, radio, local and national newspapers, linkages through schools and other established institutions, and so on
- Map usage propensity and message uptake between the various channels and modes identified and the most important target markets for FPB
- Build detailed cost estimates for various methods, with particular emphasis on free media, and cheaper modes of communication, such as, but not limited to appearances at appropriate conferences and events, bulk sms, FPB-moderated blogs, etc.
- Draft and present the strategy to senior management and the Board for review and approval

Media Structures and Skills Programme

Desired Outcome: By the end of fiscal year 2013, FPB will have clearly designated an internal team of properly trained and skilled media liaisons, and have in place the proper structures and protocols to govern this task.

Projects:

- Complete media training for the top 5 FPB executives, plus one senior staff member
- Properly train and designate one media spokesperson from among the six trained individuals
- Place and properly resource the overarching job of stakeholder management in the CEO's office
- Put in place proper policies, procedures, systems and structures to ensure harmonious media liaison activities between FPB itself and its reporting Ministry

Profile Building Programme

Desired Outcome: By the end of FY 2012, at least 50% of FPB senior management must hold at least one leadership or governance position in at least one relevant industry body.

Projects

- Organisational research and rationalisation to determine the short list of organisations that FPB management should approach
- Board and senior management lobbying of targeted organisations to give broader support and legitimacy to an individual candidate
- Leadership and networking skills improvement for senior management, where necessary

Journalists and Press Engagement Programme

Desired Outcome: By the end of fiscal year 2013, FPB will generate an average of at least five positive mentions per month in the national or major metro media.

Projects:

- Build and use a reliable and accurate database of media contacts, including designations of preferred individuals or institutions for particular issues
- Cultivate relationships with selected journalists, through informal and off-the-record interactions
- Regularly contribute opinion pieces, editorials, and letters to the editor through traditional media (e.g. newspapers and magazines), as well as new media, such as blogs
- Host a limited number of press conferences to coincide with relevant national events, e.g. film and arts festivals, and significant FPB actions, e.g. launch of the brand, or conclusion of a new international cooperation agreement

4.2 Skills Development & Staff Retention Strategy

This strategy goes to the ongoing imperative of having a well-skilled, appropriately motivated, and vibrant staff in FPB that not only executes current tasks well, but also can improve its performance in changing market conditions.

HR Management Improvement Programme

Desired Outcome: By the end of fiscal year 2011, FPB will have in place a full-time and properly experienced Human Resource manager, as well as a full set of Board approved human resource policies and procedures.

Projects:

- Recruit a qualified human resource professional
- Labour law, regulations, norms, and standard review to ensure alignment between FPB policies, procedures, and practices and the objective benchmarks
- Clearly articulate grievance procedures and strictly enforce the grievance process
- Institute proactive and corrective measures of credible discipline
- Establishment and maintenance of internal formal and informal channels for employee / employer dialogue to avoid or mitigate the necessity of crisis bargaining
- Benchmark salaries in line with the market and reward and recognise staff, according to performance, experience, and skill
- Complete and implement the necessary corrective actions, based upon the skills gap analysis
- Develop, debate, publish and adhere to career paths for all staff

Staff Development Programme

Desired Outcome: By the end of FY 2012, FPB will have achieved the industry mean for staff turnover, and will have filled at least 75% of key positions open per year

Projects:

- Work with relevant SETAs to develop and / or find suitable, accredited short courses
- As part of annual performance reviews, include yearly and longer term training and skill development plans
- Design and implement internship and job-swopping programmes with other Government agencies and private companies doing similar work
- Design and implement a mentoring and coaching programme for high potential staff, with a particular emphasis on developing senior management talent from within

- Institute a practice of job rotation to enhance and accelerate targeted training interventions, and encourage pursuit of individual career progression throughout the organisation

Staff Incentives Programme

Desired Outcome: By the end of FY 2013, FPB will have implemented a staff and management incentive scheme that is based upon an objectively measurable balanced score card approach, and which ensures that the ratio of total staff and staff related costs (e.g. TCTC) to gross revenue shall remain within an agreed percentage band.

Projects:

- Development, review and agreement upon monetary and non-monetary incentives and rewards for above average performance
- Ongoing development and deployment of recognition awards, such as ‘employee of the month’, ‘new idea of the month’, ‘team of the year’, and so on
- To the extent possible, linkage of new or enhanced revenue generation to the person or team responsible for it

4.3 Internal Communications Effectiveness Strategy

This strategy addresses the ongoing need to ensure smooth, transparent, and commonly understood norms and practices around communicating among FPB’s staff and management. The table below attempts to capture what may be some of the structural impediments to smooth internal communications. In short, it would appear that there is at least the perception, among staff and management, that messages that should be formal and official are too often delivered through informal or ad hoc channels, which fuels the rumour mill and causes discontent and mistrust.

FREQUENCY OF COMMUNICATION	FORMALITY OF THE MESSAGES	
	Formal	Informal
Regular / Periodic	XX	
Ad Hoc	Trouble Zone	XX

Of course, improving structures will not totally solve the problems. Personalities, egos, personal values, and attitudes also play big roles in whether or not communications among colleagues run well. This strategy tries to address both sets of issues.

Team Building Programme

Desired Outcome: By the end of FY 2012, at least 80% of all FPB staff and management will rate their overall satisfaction with the work environment and their interaction with colleagues ‘above average’ or better, as measured by confidential responses to questions posed in annual performance reviews and compiled by the Human Resources manager, subject to Board review.

Projects:

- Provide training and counselling to managers on effective communication styles and techniques
- Ensure follow-through on commitments to share information among staff and management

- Carefully plan the frequency and content of regular formal meetings, including posting of agendas, proper invitations, keeping of minutes, and clear description and designation for follow-up tasks
- Brainstorm and institute a series of semi-structured gatherings, like lunch time staff presentations on work-in-progress, informal presentations of relevant stores from the media over coffee in the mornings, etc.

Internal Communication Structures and Protocols Programme

Desired Outcome: By the end of FY 2011, FPB will have instituted a Board-approved set of policies and procedures that will set out a series of commonly agreed principles and provide a governing framework for internal communications.

Projects:

- Develop, discuss, and finalise clear protocols for internal communications, which, at a minimum deal with standards of:
 - Timely and accessible information dissemination
 - Regular and structured information dissemination at all levels of the organisation
 - Participation by staff in terms of information sharing and access
 - Active discouragement of rumour-mongering, and other forms of destructive communication behaviour
 - Timelines for communication of decisions
 - Style and appropriate applications of 'open door' policies

Internal Platforms and Communications Mediums Programme

Desired Outcome: By the end of FY 2012, FPB will have in place suitable and widely accepted platforms for internal communications and the capacities to use them.

Projects:

- Review, develop, and agree upon the nature, structure, functionalities, and purposes for:
 - Physical platforms, e.g. staff meetings, or information sessions
 - Print platforms, e.g. The SCENE, (quarterly news-letter), memos
 - Electronic platforms, e.g. email, internal list-servers, intranet
- Work with the IT department and other key internal stakeholders to ensure appropriate technological, space, and financial resources to support these initiatives

Internal Policy and Procedure Compliance Programme

Desired Outcome: By the end of FY 2012, achieve 100% compliance with all internal controls

Projects:

- Broad based risk management training to ensure all senior and middle managers understand basic concepts of risk management and know the specific points of risk in each of their areas
- Drafting and publication of code of conduct and disciplinary offences and procedures to ensure broad knowledge among all management and staff of internal rules, regulations, norms and standards of ethical practice
- Departmental reviews to enforce established policy on a regular basis
- Ad hoc investigations to thwart random unethical, illegal, or risky behaviour
- Senior management and Board reporting to elevate attention to and resolution of serious offences and trends

Transformation Communications Programme

Desired Outcome: All relevant stakeholders must be up to date on progress under the strategic plan, and understand it, and, where necessary, have an opportunity to offer their own insights and comments, as measured by the volume and frequency of communications and periodic stakeholder feedback.

Projects:

- Develop look, feel, brand, and modus operandi of communications messages and media to raise the profile and importance of the transformation in all stakeholders' minds and to set the transformation process separately from the day-to-day running of normal operations
- Internal stakeholder communications plan, logistics, and roll-out to assure ongoing communication to and input from all staff, management, and Board members, as necessary and appropriate
- External stakeholder communications plan, logistics, and roll-out to assure ongoing communication to and input from the Ministry, potential funding agencies, project partners, and so on

Strategy and Programme Coordination Programme

Desired Outcome: Throughout the execution of the strategy, meet set deadlines and desired outcomes, while also completely, rationally, and efficiently adjusting various programmes and outcomes, as dictated by new factors and / or actual results of intermediate outcomes.

Projects:

- Establish Strategic Management team and office to ensure proper skills and infrastructure are available
- Set out governance, authority, delegation, meeting, and reporting guidelines to ensure clarity with existing structures and set the right tone and level of authority for the team
- Acquire and apply project management tools to facilitate day-to-day monitoring and follow-up actions, as required
- Assign and manage co-management scenarios to ensure overlapping responsibilities, in case of absences, and to facilitate learning among colleagues

4.4 IT Enhancement & Relevance Strategy

This strategy covers both the internally facing and externally facing roles and responsibilities that IT has in ensuring optimal public interfaces and optimal internal support.

IT Policy, Structures, Protocols and Procedures Programme

Desired Outcome: By the end of FY 2011, FPB will have a clearly documented set of IT policies, and achieve no less than 95% adherence to those policies – as measured by annual audits.

Projects:

- Develop, communicate, and implement clear policies that deal with:
 - IT Project Management
 - System architecture
 - Hardware & Software analysis and selection
 - Disaster recovery & business continuity
 - Application systems
 - Intranet compatibility and access control
 - Training
 - Documentation
 - IT security measures
- To the extent possible, reduce dependency on SITA services

- Seek innovative ways to limit and reduce the acquisition and maintenance costs of IT software and hardware

External Interfaces and Applications Programme

Desired Outcome: By the end of FY 2012, FPB will have developed and implemented the IT foundations necessary to support increasingly automated and electronic interfaces with the media content industry and South African consumers.

Projects:

- Industry-facing initiatives may include:
 - Online registration for distributors
 - Online submission of material for classification via FTP or other relevant protocols
 - Sharing of case-relevant details with law enforcement and judiciary agencies
 - Updates to compliance records
- Consumer-facing initiatives may include:
 - Development and enhancement of Web and WAP based feedback portals
 - Branding and other general communications via bulk sms
 - Voting and contest administration via mobile protocols

Internal Applications Programme

Desired Outcome: By the end of FY 2012, FPB will have developed and implemented the IT foundations necessary to support increasingly automated and electronic interfaces among FPB's staff and management.

Projects:

- Maintain and enhance the availability and functionality of remote access
- Build the capacity and security required to electronically store classified material
- Improve the user-friendliness of back-up devices, and ensure training of staff in their application, usage and value
- Integrate the systems of satellite offices with those of the headquarters
- Design, develop and implement a management information system (MIS) to support ongoing use of required information for day-to-day, as well as strategic management of FPB
- Design, develop, and implement an automation and security infrastructure to achieve full automation of all work processes, within an appropriately secure systems environment

4.5 Research Applicability Strategy

This strategy addresses the need to underpin FPB's externally focused work (e.g. communicating with the public, dealing with distributors, answering to governing bodies, etc.) with technically sound and wholly relevant empirical research and broader knowledge accumulation.

Public Awareness, Involvement, and Usage Programme

Desired Outcome: By the end of FY 2013, FPB will have implemented an integrated research results programme that will increase public awareness of FPB's research and knowledge functions to 60% of those surveyed – as measured by independently administered, representative surveys.

Projects:

- In liaison with key departments, plan annual research projects that are applicable to the mandate of the organization, and highlight key issues of the day
- To the greatest extent possible give all research an international comparative context, by accessing and inserting internationally recognized empirical data

- As often as possible, use research methodologies that emphasise contact with consumers, such as focus groups, audience participation, or sms voting campaigns
- Include periodic research about public views / opinions with regard to FPB itself

Research Methods and Processes Programme

Desired Outcome: By the end of FY 2011, FPB will have in place a Board-approved research plan that will make optimal use of as wide an array of research methodologies as are relevant and practical.

Projects:

- Ensure that every research project includes co-management from at least one other person outside of the research department to enhance relevance
- Emphasise the communication of research results through new media (e.g. Facebook, SMS, website, and other online services)
- Use short (one-page, double-sided) written formats to highlight new findings or to update previously released information
- Ensure inclusion and citation of FPB research in Ministerial responses to questions and portfolio committee discussions

Research Resources and Capacity Programme

Desired Outcome: By the end of FY 2011, FPB will have in place a Board-approved commitment of human and financial resources that increase the current staffing of the research unit and better match the increased demands upon the unit.

Projects:

- Recruit at least one more full-time researcher
- With a particular emphasis on approaching donors and philanthropic organisations, generate an independent stream of funding specifically for research activities
- Create more partnerships with other research institutions, such as Universities, think tanks, and consumer survey organisations

4.6 Financial Diversification & Growth Strategy

This strategy recognizes the limited prospects for substantial increases in State funding, which many concur is inadequate to meet the current mandate, much less the increasing demands. And thus, this strategy seeks to preserve the State relationship, but primarily addresses the long-term need to both find new and sustainable sources of funding, while growing the overall amount of funding, in line with the mandate, and increasingly complex market conditions.

Fee Structure Amendment Programme

Desired Outcome: By the end of FY 2012, FPB will have in place a Board-approved schedule of new fees and fee structures that differentiate among industry players, while generating 20% more total income from the same base.

Projects:

- Segment the industry according to type and size
- Consider possibly new market structures and business models that may improve or diminish FPB's prospects for generating increased revenue
- Determine affordability of a range of fee types and levels, differentiated by industry market segment
- Determine the most feasible and acceptable types and levels of fees
- Where possible, institute levies on new media content
- Create a particular scheme of incentives and penalties for POs
- Design, develop, test and implement a loyalty and / or referral programme
- Propose, obtain approval and implement the new fees

Donor Funding Programme

Desired Outcome: By the end of FY 2013, FPB will have in place a minimum of three different medium to long-term funding agreements with local, regional, or international donors or philanthropies that will contribute no less than an additional 20% to FPB's annual budget – as measured by annual financial statements (AFS).

Projects:

- Develop and produce marketing and other collateral, specifically targeted at the donor market
- Select aspects of FPB's business that appear to hold the most donor appeal (e.g. child protection and advocacy, responsible use of new media by children and teens, research, etc.)
- Submit responses to Requests for Proposals and unsolicited expressions of interest to a prioritised short-list of high potential donors and philanthropies
- Cultivate informal relationships with high potential donors
- Enlist the assistance and support of the Ministry, particularly with high level introductions to key by-lateral and multi-lateral donors

Accurate Financial Statistics and Reports Programme

Desired Outcome: By the end of FY 2011, implement the capacity to report all cost and expenditure accurately and on time, and to produce ad hoc cost and revenue analysis reports on request.

Projects:

- Improve general financial administration, especially the ability to account, in detail for revenue and expenditure
- Develop a project management module, which includes project-based cost and revenue accounting
- Reduce the administrative costs attached to the generation of revenue (e.g. the time and cost to issue and collect upon registration or classification invoices)

4.7 Governance Strengthening Strategy

This strategy is keenly focused on ensuring appropriate, stable, sustainable, efficient and effective governing structures and practices mainly between and among FPB itself, its Board (and related subcommittees), and its reporting Ministry.

Governance Structures, Policies, and Procedures Programme

Desired Outcome: By the end of FY 2011, FPB Board, management, and staff will share a common understanding about the roles, responsibilities, rules, norms and standards that make up the framework in which the Board operates.

Projects:

- Governance for public sector entities training and orientation to familiarise all Board members, as well as management and staff with the policy, fiduciary, structural, procedural and other aspects of properly governing the affairs of a public agency
- Old and new media orientation to acquire broad familiarisation with local and global issues and trends, especially in the new media space and other disciplines that have bearing on FPB's mission
- Introduction of the new Minister and Portfolio Committee head to FPB's current work and strategy going forward, complemented by ongoing maintenance of those relationships
- Improve the organisation, structure and content of Board decisions that are communicated to staff

Personnel Change Programme

Desired Outcome: By the end of FY 2011, FPB will have in place a suitably qualified, appropriately diverse, and sufficiently resourced expanded Board, made up of members who have the necessary levels of autonomy, technical skills, character, and demonstrated adherence to high ethical standards.

Projects:

- Board attributes assessment to align the strategy with the technical and other skills on the Board
- Board personnel changes, as dictated by the attributes assessment and identification and selection of new people, as required

Operational Performance Improvement Programme

Desired Outcome: By the end of FY 2011, the Board in consultation with management, will have published and transparently demonstrate adherence to a defined set of performance standards, as set out in the PFMA, and as determined by FPB's specific requirements, including, but not limited to time frames for decision making, frequency of meetings, meeting attendance, and appropriate types and levels of skills.

Projects:

- Shorten the time between the presentation and request for a decision and when that decision is taken and communicated
- Improve the conduct and scheduling of regular meetings, so as to minimise the need for ad hoc and emergency meetings
- Spread sub-committee membership fairly and schedule meetings far enough in advance to minimise absences by Board members
- Conduct regular reviews of compliance with legislative prescripts
- Improve the joint understanding of the workings and decisions of the appeal bodies
- Ensure proper representation and clear feedback for Board / Executive authority in various government structures

Location of FPB Programme

Desired Outcome: By the end of FY 2014, complete a feasibility study into the merits and demerits of keeping FPB under the Department of Home Affairs, versus placing under another authority – including clear conclusions and recommendations.

Projects:

- Focusing on the areas of government where new appointments / leadership have occurred, position FPB in the correct circles
- Ensure that other potentially aligned Ministries and Departments have sufficient information on FPB's mission, strategy, and accomplishments
- Conduct the feasibility study, in close coordination with the current Executive Authority

4.8 Policy & Legislative Alignment Strategy

This strategy addresses the imperative of informing, influencing, staying abreast of, and even sometimes leading policy and legislative initiatives, particularly in South Africa, but internationally, as well, which deal not only with FPB's specific enabling legislation and its regulations, but also policy and legislation found in other spheres of Government or in the broader market place (e.g. Department of Communications, UN conference on trafficking, etc.).

Government Support & Dialogue Programme

Desired Outcome: On an ongoing basis, to have established formal channels of communication and dialogue between FPB senior management and Board members, and key ministries, parastatals, and other Government entities that influence or have relevance to FPB

Projects:

- Government communication campaign to target selected Ministers and Directors-General with tailored information about relevant FPB products, services, trends, etc.
- Senior dialogue forum on a bi-annual basis to engage with senior policy makers and leaders of Government agencies on cross-cutting issues

Media Content Policy and Regulation Review Programme

Desired Outcome: By the end of FY 2012, maintain positions of membership and affiliation in relevant private the public forums that are responsible for and active in media content and usage policy formation, review, and debate.

Projects:

- Networking among existing formal and informal associations (e.g. classmates, work colleagues, family, etc.) to establish rapport and get into flow of leadership selection processes
- Senior executive training to ensure high quality and relevant subject knowledge
- Internal issues forums to build confidence and a platform of issues that can be taken externally
- Government and Board affiliations to extend the networks of senior management into those of key Board and Government stakeholders

Legislation and Trends Review Programme

Desired Outcome: On an ongoing basis actively monitor and stay abreast of debates, policies, issues, and trends in selected sectors wherein FPB has a direct or substantial and indirect interest.

Projects:

- Ensure passage of the amended Act
- Electronic and print media scan to gather relevant insights, receive newsletters and other announcements, and participate in external forums as participants or contributors
- Membership and affiliation with local, regional, and international industry bodies that have relevance
- Visitors' programme for individuals and institutions wanting to visit FPB to encourage reciprocal exchanges over time

Annex A: Outcomes of Environmental and Stakeholder Assessment and Supply / Demand Analyses

Present Offering

Awareness, credibility, comfort, information (real), piece of mind, empowerment, advice (real), confidentiality (real & virtual), choice, protection (real & virtual), freedom to choose, accessibility

Current Stakeholders

Distributors, Exhibitors (e.g. Ster Kinekor, Nu Metro, Festivals, Arcades, etc) the public, Government, law enforcement agencies, international, opinion makers, NGO's, media

Stakeholder Demand Delivery Gap Analysis

- More influence over Broadcast content,
- More consistency,
- Clarity of purpose and mission
- Improvement in handling of legal issues
- New modes of distribution
- More influence over counterfeit goods
- More influence over production
- More limited / better clarified mission, especially as it relates to protection of children
- Internet hotline
- Enforcement and protection

Areas of Concern

- How do we know we are relevant?
- Reaching out to new producers and distributors
- 2004 / 2005 Surveys?
- AV material only?
- Regulator and CPA
- Examiner synopsis need to be more specific
- How do we apply our guidelines better?
- Better training of examiners
- Examiners to classify according to the rules, not their personal opinion
- Align appeal board and FBS's own standards
- Stakeholder management strategies
- Define content

Annex B: Terms of Reference for the Strategic Plan

The independent consultants, in close consultation with FPB management, specifically the Chief Operations Officer, will, *inter alia*:

1. Review and summarise the current reality of FPB through analysis of responses to a survey of key stakeholders' views on FPB and their corresponding suggestions for improvement, meetings with the CEO, COO, and a limited number of short interviews with key internal and external stakeholders (e.g. FPB Board members and staff, key Government counterparts, and key industry players, like the cinema owners, internet service providers, and / or the mobile network operators). It is anticipated that this may comprise between 15 and 20 individual interviews. – 3 to 4 person-days
2. Review and summarise the current reality of FPB through analysis of key documents, including, but not limited to: the most recent versions of the 5-year, 3-year and 1-year plans; annual financial statements for the past two fiscal years, job descriptions of key management and staff; profiles of Board members; governing legislation; descriptions of key policies, procedures, products and services (e.g. for the classification and compliance functions); minutes of Board meetings from the past year; and any external, independent reviews or evaluations of FPB – 2 to 3 person-days
3. In consultation with FPB management, lead in drafting the agenda for a three-day strategic planning workshop that will be conducted from 8 to 10 July 2009 in the environs of Johannesburg – 1 person-day
4. Lead facilitation of the strategic planning session (approximately 15 core participants) – 4 to 6 person-days
5. Author the full 5-year strategic plan, including summary of the current reality, all core and enabling strategies, programmes, and projects, as well as measurable desired outcomes. This plan, contained in a document that is likely to be 50 to 75 pages in length, will cover an updated strategic planning period from September 2009, through February 2014. It would combine relevant elements of the existing 1, 3 and 5-year plans, plus new or revised elements, arising from this planning process. – 8 to 10 person-days
6. Consult with FPB management on an as needed basis, following the strategic planning workshop and submission of the draft strategy, as FPB takes the lead in writing the detailed operational plans, including participation in a workshop lasting a half to one full day to review and discuss the draft 5-year strategy. – 2 to 3 person-days

Ad-hoc assignments

The coverage plans will not include ad-hoc projects on request from management that would focus on new developments in the organisation or areas of specific concern to management. These would however be subject to the same terms and conditions of this agreement.

Annex C: List of People Interviewed

(Sorted by Organisation & First Name)

PERSON	ORGANISATION
Dumisani Rorwana	FPB
Goodness Zulu	FPB
Jonas Phoshoko	FPB
Kwena Puka	FPB
Mmapula Makola	FPB
Phillip Mamabolo	FPB
Prudence Gololo	FPB
Sibonakonke Myeni	FPB
Yewande Langa	FPB
Yoliswa Makhasi	FPB
Clement Manny	FPB Audit Committee
Thoko Mpumwana	FPB Board
Malusi Gigaba	Ministry of Home Affairs
Chris Dobson	MTN
Graham de Vries	MTN
Nkateko Nyoka	Vodacom

Annex D: List of Workshop Participants

(Sorted by First Name)

Person	Unit
Abel Mmotong	Research
Abiot Tjembe	Child Protection Unit
Abongile Vanda	Board Co-ordinator
Antoinette Basson	Research Manager
Chan Dhanraj	Classification Unit
Clive Borman	Compliance Monitor
Danny Morobane	Compliance Unit
Debora Mobilyn	Procurement
Dumisani Rorwana	Compliance Manager
Evert Knoesen	Compliance Monitor
Goodness Zulu	Child Protection Unit Manager
Greg Mkhize	Human Resources
Jonas Phoshoko	Acting CFO
Julius Ramatjie	Finance
Kwena Puka	IT
Lucky Baloyi	IT
Lunga Tobo	Compliance Monitor
Macdonald Davids	Procurement
Masilo Modipane	Communications
Mmapulo Makola	COO
Nomfundo Ralante	Classification Durban
Nthabiseng May	Compliance Monitor
Phillip Mamabolo	Risk Manager
Prudence Gololo	Shared Services Executive
Roxanne Mongul	Classification Cape Town
Sandile Vernon Ndimande	Finance
Sibonakonke Myeni	Communications Manager
Yewande Langa	Classification Manager
Yoliswa Makhasi	CEO

Annex E: List of Documents Reviewed

1. Development of the 5 Year Strategic Plan of the Film And Publication Board, Cascading and Re-Aligning the 2007/08 Business Plan And Unit Plans to the Strategy, (April 2007)
2. Films And Publications Act, No 65 OF 1996, as amended by the Films and Publications Amendment Act, 1999, the Films and Publications Amendment Act, 2004, and the Films and Publications Amendment Act, 2008
3. Information on Film And Publication Board
4. Information Technology 09-10 Unit Plan Revised
5. MTEF stratplan 2009-11 Jun 08 revised.xls compatible
6. Risk register - Work in progress - June 2009
7. Role Profiles for:
 - a. Head of Compliance
 - b. Head of Classification
 - c. Head of Child Protection
 - d. Researcher
 - e. Policy and Legal Officer

