



**Film and
Publication
Board**

Content Regulatory Authority of South Africa.



ANNUAL PERFORMANCE PLAN 2026/27



Table of Contents

ACRONYMS AND ABBREVIATIONS	2
ACCOUNTING AUTHORITY STATEMENT	3
ACCOUNTING OFFICER STATEMENT	4
OFFICIAL SIGN-OFF	6
<hr/>	
PART A: OUR MANDATE	7
1. Updates to the relevant legislative and policy mandates	8
2. Updates to institutional policies and strategies	11
3. Relevant Court Rulings	12
<hr/>	
PART B: OUR STRATEGIC FOCUS	13
4. Updated situational analysis	14
4.1 External environmental analysis:	15
4.1.1 Political landscape	16
4.1.2 Economic landscape	16
4.1.3 Social environment	17
4.1.4 Technological environment	17
4.1.5 Environmental landscape	18
4.1.6 Legal environment	18
4.1.7 Innovation outlook	19
4.2 Internal Environmental analysis	20
4.2.1 Impact on the FPAA	20
4.2.2 SWOT ANALYSIS	21
<hr/>	
PART C: MEASURING OUR PERFORMANCE	24
5. Institutional Programme Performance Information	25
<hr/>	
PART D: TECHNICAL INDICATOR DESCRIPTIONS	41
6. Technical Indicator descriptions	42

ACRONYMS AND ABBREVIATIONS

AI CCI's CSAM	Artificial Intelligence Content Classification Index Child Sexual Abuse Material
DCDT	Department of Communications and Digital Technologies
EA FPB	Executive Authority Film and Publication Board
FPGs	Films, Publications and Games
GCIS	Government Communications and Information System
HC	Human Capital
ICASA	The Independent Communications Authority of South Africa
INHOPE	International Association of Internet Hotlines
ICT	Information Communications Technology
KPI	Key Performance Indicator
MDDA	Media Development and Diversity Agency
PME	Performance Monitoring and Evaluation
MoU	Memorandum of Understanding
MTEF MTSF	Medium-Term Expenditure Framework Medium Term Strategic Framework
NDP	National Development Plan 2030
OD	Organisational Design
PFMA	Public Finance Management Act
PMO	Project Management Office
SADC	Southern African Development Community
SAFACT	South African Federation Against Copyright Theft
SAM	Sexual Abuse Material
SAPS	South African Police Service
SARS	South African Revenue Service
SO	Strategic Outcome
SOP	Standard Operating Procedure
UGC	User-Generated Content

ACCOUNTING AUTHORITY STATEMENT

It is my honour to present the Annual Performance Plan (APP) of the Film and Publication Board (FPB) for the 2026/27 financial year. This APP is aligned with the 2025 – 2030 Strategic Plan and has been developed in accordance with the National Treasury Framework for Strategic Plans and Annual Performance Plans. It provides a clear and measurable roadmap for how the FPB will continue to fulfil its statutory mandate within a rapidly evolving digital environment.

The FPB remains committed to supporting the government’s vision of building a capable, ethical, and developmental state. This commitment informs our work as we seek to be an effective and trusted regulator of content that empowers and safeguards the public – particularly children and vulnerable groups.

The Films and Publications Amendment Act (FPAA), 2019 (Act No. 11 of 2019) significantly expanded the mandate of the FPB to include the regulation of the creation, production and distribution of films, games, and certain publications, including online content. The Act empowers the FPB to take corrective and punitive measures where harmful or prohibited material – as defined in the Films and Publications Act, 1996 (Act No. 65 of 1996). These amendments recognise the rapid digitalisation of content and the accompanying regulatory challenges.

The full implementation of the amended Act remains a central priority for the FPB. In the 2026/27 financial year, we will continue building the technological capability required for both organisational efficiency and a modernised regulatory environment. As society increasingly relies on digital platforms for entertainment, communication, and education, the FPB must ensure that such technologies are used responsibly and do not expose children or vulnerable groups to harm.

The FPB’s brand promise – “Educate, Protect and Enforce” – remains central to our online safety and public awareness programmes. As we advance this mandate, we will deepen our partnerships across government, industry, communities, and international networks, while continuing to serve the millions of South Africans who rely on digital platforms. Our work will further strengthen the efforts of law enforcement agencies to safeguard the online environment.

The Council remains fully committed to exercising sound governance, providing strategic oversight, and ensuring accountability for the implementation of this APP. We will continue strengthening partnerships, leveraging technology, and promoting regulatory excellence as we work towards an inclusive and safe digital society.

I extend my appreciation to the executive, management, and staff of the FPB for their dedication, and to our partners and stakeholders for their continued support.



Ms Zamantungwa Mkosi

**Council Chairperson
Film and Publication Board**

Date: 26 February 2026

ACCOUNTING OFFICER STATEMENT

This Annual Performance Plan outlines the key objectives and strategic initiatives of the Film and Publication Board (FPB) for the 2026/27 financial year and contributes to the delivery of our mandate over the next five years. The planning process has been informed by the new priorities of the seventh Administration.

The FPB's core mandate is to prevent the premature exposure of children to age-inappropriate content and to combat the creation, possession, and distribution of child sexual abuse material (CSAM). We will continue to collaborate with law enforcement agencies to address these crimes. We also take pride in our membership in the International Association of Internet Hotlines (INHOPE), which plays a crucial role in monitoring online child sexual abuse worldwide. Our continued role as expert witnesses in cases involving child pornography remains an important contribution to the criminal justice system, and we will sustain these efforts as part of our broader mandate to protect children.

The Films and Publications Amendment Act (FPAA), 2019 (Act No. 11 of 2019) recognises the rapid digitalisation of content and the regulatory challenges it presents. To remain responsive to these developments, the FPB has embarked on an organisational transformation journey aimed at aligning our operations with the digital landscape, as articulated in the FPB Digital Roadmap. This Roadmap sets out the steps required to enhance our capacity to function as a future-focused content regulator.

Artificial Intelligence (AI) is increasingly reshaping how content is created, distributed, and consumed. As a regulatory body, we are embracing AI as an enabler, ensuring that we remain a trusted authority in content regulation. The phased rollout of our Online Content Regulation (OCR) system has already enabled us to respond to industry needs by significantly improving the turnaround time for age-rating decisions. This has strengthened both service delivery and organisational efficiency. A key focus in the coming period is the 60% implementation of our Digitisation and AI Strategy, which serves as a flagship initiative in this evolving environment.

While the OCR system continues to be enhanced, we commit to maintaining a seven (7) working day turnaround time for content classification. In addition, we will continue auditing self-classified content from commercial online distributors. Our service commitment to distributors remains that 95% of applications for registration will be processed within five (5) working days.

The continued growth of user-generated content across social media platforms increases the risk of prohibited and harmful content being circulated in contravention of regulatory requirements. The online distribution of CSAM remains a serious concern. Strengthening public knowledge and skills relating to online safety therefore remains one of our priorities. We will expand our public education campaigns to address online harms across the broader digital ecosystem.

Our commitment to regulatory compliance is reflected in our target of achieving 80% implementation of our annual compliance plan, as well as taking enforcement action in 90% of identified or reported cases of non-compliant distributors.

We are reviewing our revenue enhancement strategy to ensure the FPB's longterm financial sustainability. Our tariff structure has been designed to avoid excluding smaller players from entering the market, thereby contributing to inclusive participation in the content-distribution sector.

As the nature of digital content continues to evolve, collaboration with other regulators has become essential. The launch of the Information, Technology, and Media Regulators Forum of South Africa on 10 October 2024 was an important development in strengthening regulatory alignment. The Forum has developed a programme of action to guide joint activities for the financial year. Our membership in the Global Online Safety Regulators Network (GOSRN) also enhances our ability to benchmark and collaborate with international peers. Through the Department of Communications and Digital Technologies (DCDT), we will continue engaging AU and SADC partners to revitalize work on classification harmonization across the continent.

As part of our contribution to building a capable, ethical, and developmental state, we are committed to applying these principles across our regulatory activities – from developing digital skills and strengthening governance, to supporting local content development through partnerships with digital platforms.

The FPB continues to deliver online safety education and awareness programmes in rural and urban communities across all nine provinces. Our initiatives place special emphasis on vulnerable groups, including children, persons with disabilities, and women, who often experience heightened exposure to online harms such as misogyny. These efforts support our broader aim of reducing the digital literacy gap and contributing to a capable digital society and inclusive digital economy. We will continue advancing online safety through the implementation of our Online Safety Education and Awareness Plan.

In the research domain, we remain committed to producing evidence-based studies that support the effective execution of the FPB mandate and contribute to organisational excellence. Strengthening our regulatory mechanisms for monitoring and enforcing compliance contributes to a fair and transparent content distribution environment. This ensures that distributors can operate within a clearly defined, just, and consultative regulatory framework.

We look forward to yet another productive year of operations and stakeholder engagement in pursuit of a safer digital environment for all South Africans.



Advocate Norman Gidi

Chief Executive Officer

Date: 26 February 2026

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the Council and Executive management of FPB.
- Takes into account all the relevant policies, legislation and other mandates under the custodianship of the FPB, and
- Accurately reflects the revised Impact, Outcomes and Outputs that the FPB will endeavour to achieve over the period 2026/27.



Ms. Beverley Nkumanda

Corporate Services Executive


Date: 26 February 2026



Adv. Makhosazana Lindhorst

Regulatory Development & Enforcement Executive

Date: 26 February 2026



Mr. Ephraim Tlhako

Technology Support & Platform Monitoring Executive

Date: 26 February 2026



Ms. Hulisani Ramugadi

Chief financial Officer

Date: 26 February 2026



Adv. Norman Gidi

Chief Executive Officer

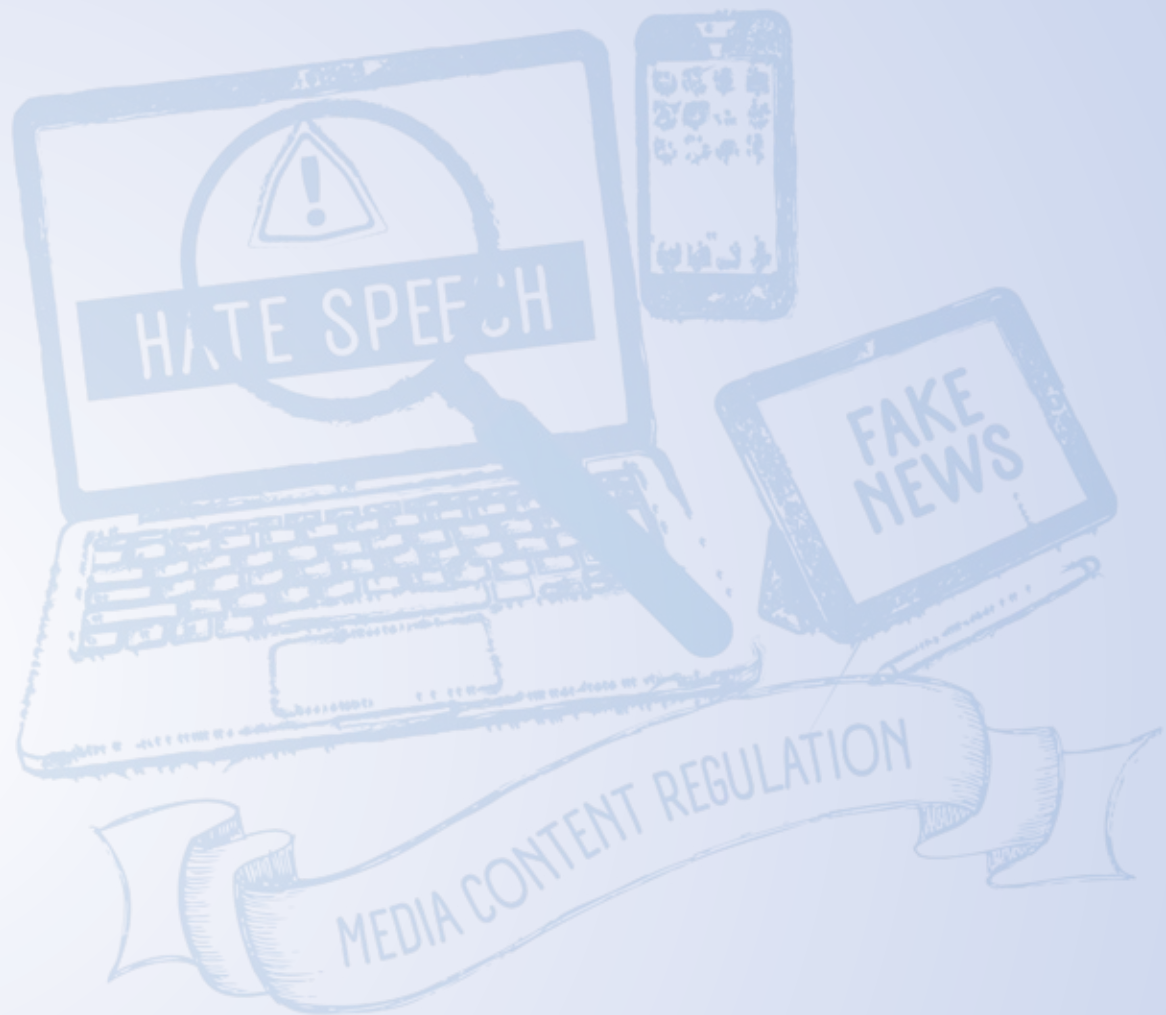
Date: 26 February 2026



Ms. Zamantungwa Mkosi

Chairperson: FPB Council

Date: 26 February 2026



PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

- The FPB is a South African public entity which derives its legislative mandate from the Films and Publications Act, 1996 (Act No. 65 of 1996), as amended in 2019. The mandate of the FPB is to protect consumers against harmful and prohibited content as defined in the FPA, as amended by regulating the creation, production, possession and distribution of films, games, certain publications and the internet.
- The regulatory mapping table outlines the legal parameters within which the FPB functions as per the legislative provisions enshrined in the FPAA:

What Do We Regulate	How Do We Regulate	Regulatory Tool	Enabling Provision	Who Are We Regulating
1. Distribution of films and games	Registration of distributors of films or games	Registration certificate	18(1)(a)	Distributors
2. Exhibition of films and games	Registration of exhibitors of films or games	Registration certificate	18(1)(a)	Exhibitors
3. Classification	Classification of content	Classification certificate, gazette (XX refused, X18), CSAM-referral to SAPS 18(4),18(5)	18(2)	Exhibitors and Distributors
4. Online distribution of film, game, publication	Approval and accreditation for self-classification	Online distribution agreement- Self classification permit	9A(2)(f)(ii) and 18C	Commercial online distributors
5. Certain publications	Classification of content submitted	Classification certificate,	16,16(2)	Classification of content submitted
6. Internet Services (Child oriented service)	Registration	Registration certificate	27A ,24C	Internet service providers and internet access service Providers
7. Online services (User generated content): On consensual sharing of private sexual films or photographs Distribution of films or photographs depicting sexual violence and violence against children Propaganda for war, incitement of imminent violence and hate speech	Investigation of a complaint	Take-down notice, CSAM- referral to SAPS, adjudication by the enforcement committee	18E,77 ECTA25/ 2002,6 B	Non-Commercial online distributors (members of the public)

The FPB legislative mandate is supported by various pieces of legislation, listed below:

Title	Purpose
Constitution of the Republic of South Africa, 1996	This Constitution is the supreme law of the Republic. Law or conduct inconsistent with it is invalid, and the obligations imposed by it must be fulfilled. Any law therefore that violates the Constitution, or any conduct that conflict with it, can be challenged and struck down by the courts.
Cybercrimes and Cybersecurity Act, 2020 (Act No. 19 of 2020)	The aim of the Cybercrimes and Cybersecurity Act is to deal with cybercrimes and cybersecurity, broadly defined as the use of data, a computer programme, a computer data storage medium or a computer system in committing crimes. Cybersecurity is defined as the protection of data, computer programmes, computer data storage mediums or computer systems against cybercrime, damage or interference through the use of technologies, measures and practices. The Act also aims to rationalize the laws of South Africa which deal with cybercrime and cybersecurity into a single Act.
Child Justice Act, 2008 (Act No. 75 of 2008)	The Child Justice Act aims to keep children out of detention and away from the formal criminal justice system, mainly through diversion. When these interventions would be inadequate or unsuccessful, the Act provides for child offenders to be tried and sentenced in child justice courts.
Children’s Act, 2007 (Act No. 41 of 2007)	The Children’s Act governs the laws and regulatory frameworks relating to the care, contact and the protection of children. It defines responsibilities and rights, makes provision for the establishment of children’s courts and the appointment of welfare officers. In all cases, the guiding principle is in the best interests of the child.
The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act, 2000 (Act No. 4 of 2000)	The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act, 2000 (Act No. 4 of 2000) is a comprehensive anti-discrimination law. It prohibits unfair discrimination by the government and by private organisations and individuals and forbids hate speech and harassment.
Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act No. 32 of 2007)	The Criminal Law (Sexual Offences) Amendment Act provides for prohibitions, offences and punishment of sexual crimes committed duly listed. The Act replaces certain common law provisions on sexual offences and sections of the old law, the Sexual Offences Act, 1957 (Act No. 23 of 1957).
Electronic Communications Act, 2005 (Act No. 36 of 2005)	The Electronic Communications Act regulates electronic media and broadcasting in particular in the milieu of media convergence.
Employment Equity Act, 1998 (Act No. 55 of 1998)	The Employment Equity Act applies to all employers and workers and protects workers and job seekers from unfair discrimination and provides a framework for implementing affirmative action
King IV Report on Corporate Governance for South Africa 2016	Ethical and effective leadership is at the heart of King IV. The 17 basic principles are universally applicable to all organisations, and all are required to substantiate a claim that good governance is being practiced.
Labour Relations Act, 1995 (Act No. 66 of 1995)	To protect everyone in the workplace and to promote economic development, fair labour practice, peace, democracy and social development.
National Treasury Regulations	These regulations are issued regularly by National Treasury and are applicable to all public entities in accordance with their Schedule listing.
Occupational Health and Safety Act, 1993 (Act No. 181 of 1993)	To provide for the health and safety of persons at work and for the health and safety of persons in connection with the use of plant and machinery; the protection of persons other than persons at work against hazards to health and safety arising out of or in connection with the activities of persons at work; to establish an advisory council for occupational health and safety; and to provide for matters connected therewith.
Prevention and Combating of Trafficking in Persons Act, 2013 (Act No. 7 of 2013)	Pronounces on the recruitment and exploitation of children in sex trafficking and in the production of pornography.

Title	Purpose
Prevention and Combating of Hate Crimes and Hate Speech Act, 2023 (Act No. 16 of 2023)	To give effect to the Republic's obligations in terms of the Constitution and international human rights instruments concerning racism, racial discrimination, xenophobia and related intolerance, in accordance with international law obligations; to provide for offences as hate crimes and the offences; to provide for appropriate sentences that may be imposed on persons who commit hate crime and hate speech offences; to provide for the prevention of hate crimes and hate speech; to provide for the reporting on the implementation, application and administration of this Act; to effect consequential amendments to certain Acts of Parliament; and to provide for matters connected therewith.
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	To give effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights; and to provide for matters connected therewith.
Promotion of Administrative Justice Act, 2000 (Act No. 2 of 2000)	To give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa (1996) and to provide for matters incidental thereto.
Protection of Personal Information, Act, 2013 (Act No. 4 of 2013)	Protection of personal information and data.
Public Finance Management Act, 1999 (Act No. 29 of 1999)	To regulate financial management and to ensure that all revenue, expenditure, assets and liabilities of Government departments or entities are managed efficiently and effectively.
Skills Development Act, 1998 (Act No. 97 of 1998)	To govern training, education and skills development in the workplace.

2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The FPB has developed and implemented several updates to its institutional policies and strategies to bolster the organisations' capacity to protect consumers against harmful and prohibited content as defined in the FPA. The FPB will continue to implement the following policies in the 2026/27 planning period:

- a) Risk management and internal audit policies;
- b) Corporate governance framework;
- c) Human Resource management policies;
- d) Financial Management and SCM policies;
- e) Communications policies;
- f) Research, knowledge management and document management policies;
- g) ICT policies;
- h) Legal and compliance policies;

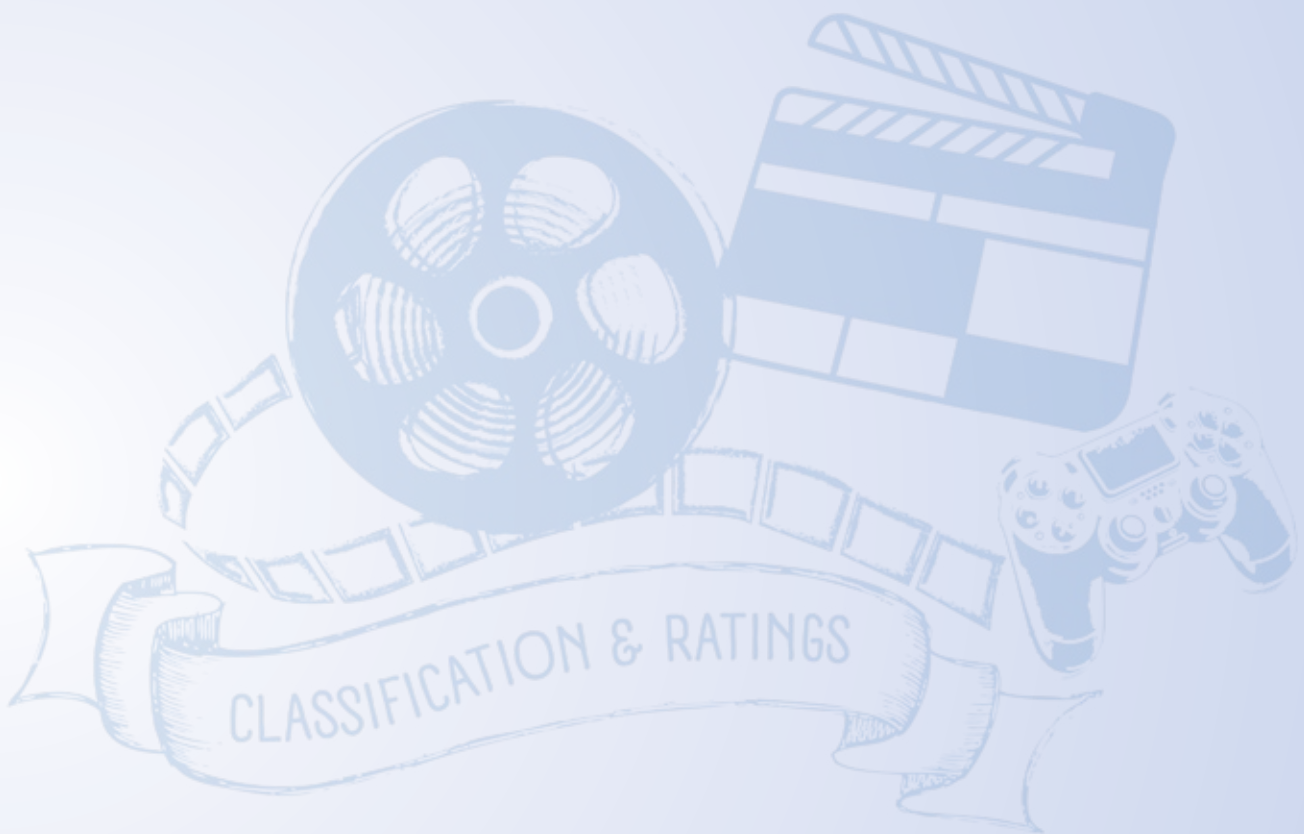
The FPB's strategies remain as key enablers for the organisation to keep abreast with rapid technological advancements to ensure effective and efficient delivery of the mandate in the ubiquitous era will include the following in the 2026/27 planning period:

- **Classification and Compliance Strategy** – Outlines the guidelines and frameworks used to classify content (films, games and certain publications), ensuring it aligns with regulatory standards and societal norms.
- **Child protection strategy** – Aims to protect children from online harms and abuse through robust systems and interventions.
- **The Digitisation and Artificial Intelligence (AI) strategy** – Outlines the steps that will enable AI projects (FPB's digital roadmap) to smoothly transform ideas into impactful solutions through an Implementation Plan, which will accompany this strategy.
- **Stakeholder engagement and strategic partnerships strategy** – Aims to foster meaningful and mutually beneficial relationships between stakeholders, ensuring alignment on shared goals and objectives.
- **Revenue enhancement strategy** – focuses on increasing self-generated over total revenue in line with the approved tariff model.
- **Online safety strategy** – aims to educate, collaborate and safeguard individuals, especially children and vulnerable groups, from online risks such as exploitation, abuse, cyberbullying and exposure to harmful and prohibited content.

3. RELEVANT COURT RULINGS

Below is a list of the most recent and relevant court cases applicable to the work of the FPB. The list is not exhaustive.

- 1.1 **Indigenous Film Distribution (Pty) Ltd and Another v Film and Publication Appeal Tribunal and Others [2018] 3 All SA 783 (GP):** The decision of the Appeal Tribunal to reclassify the film “Inxeba” as “X18” because it depicted secretive initiation rituals and a same-sex relationship in the context of these rituals was set aside by the High Court. The film was originally classified as suitable for persons over the age of 16. The basis for this decision was because the distributor and producer of the film were not afforded a proper opportunity to participate in the proceedings before the Appeal Tribunal and as such its decision to reclassify the film as X18 was removed and set aside.
- 1.2 **De Reuck v Director of Public Prosecutions (Witwatersrand Local Division) and Others 2004 (1) SA 406 (CC):** The application before the Constitutional Court was for leave to appeal a decision of the High Court in which the Applicant was found guilty of importing and possessing Child Sexual Abuse Material (CSAM) in terms of section 27 (1) of the FPA. The Constitutional Court held that the section constitutes a law of general application and the limitation of the rights claimed (freedom of expression and privacy) is reasonable and justifiable in that a person is allowed to possess child pornography should the FPB grant an exemption based on a good cause in that respect. It was further held that CSAM does not consist of all depictions of a nude child, but rather those that stimulate erotic feeling, not aesthetic feeling, the test being an objective one. This limitation is justified because it protects children’s dignity, combats the market for child abuse imagery and mitigates the significant risk of these images being used to harm children. The appeal was therefore dismissed.
- 1.3 **Print Media South Africa and Another v Minister of Home Affairs and Another 2012 (6) SA 443 (CC):** The Constitutional Court, confirming the High Court’s ruling, held that legislative provisions in the FPA which required publishers to submit publications containing certain categories of “sexual conduct” for examination before publication were unconstitutional. The Constitutional Court reasoned that the administrative prior classification provided for under the FPA amounted to a form of prior restraint which is a drastic interference with freedom of speech that should only occur where there is a substantial risk of grave injustice which was not the case here where less restrictive means could be unemployed. Accordingly, the FPA’s prior classification system was an unjustifiable limit to the right to freedom of expression.
- 1.4 **The State v Gerhardus Ackerman (SS090/2021) [2023] ZAGPJHC 363(24 April 2023):** The South Gauteng High Court found Gerhard Ackerman guilty of more than 700 charges which inter alia include sexual exploitation of children, creation and possession of child pornography in contravention of the FPA and sentenced him to 12 life sentences.
- 1.5 **Qwelane v South African Human Rights Commission and Another (CCT 13/20) [2021] ZACC 22 (31 July 2021):** The Constitutional Court held that Freedom of expression “is of the utmost importance in the kind of open and democratic society the Constitution has set as our aspirational norm”. This is because it “is an indispensable facilitator of a vigorous and necessary exchange of ideas and accountability. According to Emerson, there are four particular values that undergird the right to freedom of expression. These include:
 - a. The pursuit of truth
 - b. Its value in facilitating the proper functioning of democracy
 - c. The promotion of individual autonomy and self-fulfilment
 - d. The encouragement of tolerance



PART B: OUR STRATEGIC FOCUS

4. UPDATED SITUATIONAL ANALYSIS

PROBLEM STATEMENT

The Films and Publications Board (FPB) continues to operate in the evolving domain of content regulation, where its primary mandate is to protect citizens, particularly children, from exposure to harmful and prohibited content. Traditionally, the FPB has focused on regulating physical content such as films, games, and publications, but the digital age has now introduced new complexities into the regulation of content creation, distribution, and consumption.

The advent of the internet and especially the use of mobile devices have fundamentally altered the landscape of content creation, distribution, and consumption, posing new challenges for the FPB in executing its mandate. The rise of global online content distributors has led to a significant shift in the market, often at the expense of traditional domestic distributors, who previously submitted content for classification, thereby generating revenue for the FPB.

Moreover, search-based and social media platforms such as YouTube, TikTok, Facebook, and Twitter have emerged as dominant players in content distribution, however, they do not fall under the traditional regulatory framework that applies to domestic distributors.

These platforms now compete for consumer attention and time, with approximately one third of global daily online activities attributed to social media, further eroding the market share of domestic distributors.

Several new challenges are presented by this digital transformation:

- a. **Content Creation Explosion:** The barrier to entry for content creation has dramatically decreased, with millions of content creators globally, including South Africa, being able to produce and distribute content with minimal resources. This shift has led to an overabundance of content, much of which bypasses traditional regulatory frameworks.
- b. **Content Distribution:** Individual consumers can now distribute content, effectively turning millions of South Africans into de facto distributors, further complicating the FPB's ability to monitor and classify content.
- c. **Open Networks:** Content is transmitted through open networks, accessible to both international distributors and local consumers with basic internet access, making it difficult for the FPB to maintain regulatory oversight using traditional methods.

Given this evolving landscape, the FPB acknowledges that new methods of content discovery and interdiction are necessary, particularly for harmful content. These methods must be developed in collaboration with search-based and social media content distributors to ensure that harmful content is intercepted before it reaches vulnerable audiences, especially children.

The Films and Publications Amendment Act, 2019 (Act No. 11 of 2019) was the FPB's first legislative response to these digital challenges. However, it was met with significant pushback from civil society, industry stakeholders, and legal experts, particularly concerning the FPB's proposed accountability measures for Internet Service Providers (ISPs). This backlash highlighted the complexities of balancing human rights, personal freedoms, investment considerations, and the need to protect children from harmful online content.

KEY CONSIDERATIONS FOR IMPLEMENTING THE FILMS AND PUBLICATIONS AMENDMENT ACT

The following are some of the sticking points for implementing the Films and Publications Amendment Act, 2019 (Act No. 11 of 2019) and the related regulated instruments:

- i) **Adults' Freedom of Choice:** Adults strongly value their freedom to decide what content they consume and to make their own value judgments. Censorship, especially of adult content, remains widely unpopular, with few supporters, given South Africa's history of Apartheid-era censorship.

- ii) **Child Protection:** Parents, caregivers, and educators expect active involvement from the government in preventing children from discovering harmful content, especially sexually explicit material. They also seek assistance in combating digital crimes such as sextortion.
- iii) **Collaboration with Stakeholders:** There is a broad coalition of advocacy groups, industry associations, non-governmental organisations, and concerned parents willing to assist the FPB in protecting children from online harm. This presents an opportunity to leverage additional resources in the fight against harmful content.
- iv) **Practical Regulatory Methods:** Regulatory enforcement must be fair and practical, avoiding undue burdens on industry players, particularly domestic businesses, while fostering an environment conducive to international investment.
- v) **Incremental Approach to Change:** The complexity of content regulation, particularly in the digital age, requires a methodical, incremental approach. Continuous refinement of the FP Act and the FPB's regulatory capacity will be necessary to stay ahead of the evolving content landscape.
- vi) **Revenue Challenges:** A sustainable revenue model must be developed for search-based and social media platforms, which are increasingly consuming the market share traditionally held by domestic distributors.

Moving Forward: Addressing the Regulatory and Organisational Challenges

The FPB will continue to engage the DCDT in refining the Film and Publications Act and developing new regulatory instruments to better align its functions with the complexities of the digital world.

The organisation will also work to expand its regulatory capacity, with a focus on three core areas:

- i) **People:** Building the necessary skills and leadership to address both current and future challenges.
- ii) **Systems:** Upgrading technology to improve compatibility and automation for classification tasks, particularly in the online domain.
- iii) **Technology:** Developing advanced digital tools to discover and analyse harmful content at scale.

The FPB will continue to engage with stakeholders and apply incremental improvements to its processes, reflecting the lessons learned from past challenges. Additionally, it will consolidate its uncontested services and apply incremental changes as resources allow, ensuring that its mandate remains relevant and effective.

This situational analysis addresses the feedback received from civil society, industry, and the FPB Council. It acknowledges the technical challenges of implementing the FPAA's regulatory instruments and highlights the need for a sustainable funding solution to build the FPB's regulatory capacity. This updated analysis will inform the FPB's strategic direction as it continues to adapt to the evolving content regulation landscape.

4.1 External environmental analysis:

The rapid evolution of the digital content environment driven by streaming services, social media, online gaming, and user-generated content has significantly altered how media is produced, distributed, and consumed in South Africa. The FPB, as a statutory body mandated to regulate the creation, distribution, and classification of content, faces both opportunities and challenges in responding to this digital transformation.

Over the next five years, the FPB will navigate an evolving external environment shaped by political, economic, social, technological, environmental, legal, and innovation-driven factors. These dynamics will influence the FPB's strategic decisions and its ability to fulfil its mandate to protect South Africans, particularly children, from harmful content while adapting to the challenges of regulating a rapidly digitising world.

4.1.1 Political landscape

Politically, the FPB operates within the DCDT policies and is influenced by broader government priorities and leadership changes, such as the appointment of a new DCDT Minister and the establishment of the Government of National Unity. National policies concerning freedom of expression, censorship, and online safety directly shape the FPB's regulatory effectiveness. However, balancing the right to freedom of expression against the imperative to protect the vulnerable against online harm, will remain a challenge. Efforts to curb harmful content can be perceived as restricting freedom of expression, creating potential friction between the FPB, civil society, and content creators. This political balancing act requires careful legislative alignment and stakeholder engagement to ensure legitimacy and credibility.

Rising public concern about online harms such as child sexual abuse material (CSAM), hate speech, and online harassment has strengthened political support for content regulation and the FPB's protective mandate. The FPB has gained increased recognition for its role in safeguarding digital spaces, particularly concerning children's online safety.

In the 2026/27 financial year the FPB will continue to adapt to a political landscape where global content distributors exert increasing influence, and the South African government grapples with balancing regulatory oversight with economic growth in the digital content sector.

4.1.2 Economic landscape

The rise of global online distributors has significantly reshaped the economic landscape in which the FPB operates. Traditional domestic distributors, such as cinemas and physical media stores, have experienced a sharp decline, while over-the-top (OTT) services like Netflix, YouTube, and Showmax dominate the digital market.

The proliferation of streaming platforms such as Netflix, YouTube, and Showmax has exponentially increased the amount and diversity of content requiring classification. This growth impacts the FPB's human and financial resources. As a State-owned entity, the FPB's funding depends heavily on the national fiscus, which faces broader economic constraints. Resource limitations may hinder the FPB's capacity to effectively deliver on our regulatory mandate.

From an industry perspective, the cost burden of compliance with FPB classification requirements can impact local content producers and distributors, potentially discouraging participation in the formal economy. Additionally, shifts from traditional to digital content distribution present opportunities for innovation and job creation, particularly as South Africa witnesses renewed interest in cinema and the expansion of online entertainment sectors such as video-on-demand (VOD), gaming and eSports. The booming digital content economy offers opportunities for economic growth, but regulatory clarity is crucial to ensure that compliance mechanisms support rather than stifle local participation.

Key economic challenges and opportunities include:

Revenue Shifts: As traditional content distributors diminish, the FPB's traditional revenue streams from license and classification fees are eroding. At the same time, global platforms contribute minimally to FPB's regulatory revenues despite their significant role in the South African content market.

Need for a New Tariff Model: The FPB needs to develop a tariff model that reflects the dominance of global platforms while ensuring that revenue from search-based and social media distributors – who contribute significantly to online risks – supports the FPB's regulatory efforts.

Supporting Local Content Creators: The growth of low-budget South African content creators offers an opportunity for economic stimulation. The FPB can play a role in encouraging global distributors to invest in local content creation, thereby contributing to inclusive economic growth. To this end, over the next five years, the FPB must move towards a sustainable revenue model that leverages the dominance of global content distributors while fostering growth among local creators.

4.1.3 Social environment

South Africa's social fabric is diverse and, in many ways, divided, with young people across the spectrum of race, gender, religion, and income enthusiastically participating in digital platforms like Facebook, YouTube, X, and TikTok, often accessed on mobile devices. These platforms have become integral to their social lives, enabling both content consumption and creation.

Societal attitudes toward online content remain diverse and sometimes polarized. While there is widespread concern over harmful content, such as violent, sexual, or extremist material; there are also strong calls to protect free expression and cultural diversity. This divergence complicates content regulation. Additionally, South Africa faces a growing incidence of CSAM and cyberbullying, partly driven by increased mobile device usage and social media access. The FPB must therefore strike a balance between moral guardianship and promoting digital literacy, ensuring that regulation empowers rather than restricts citizens.

Key social factors influencing FPB's strategy include:

1. **Content Diversity and Censorship Challenges:** The sheer volume and diversity of content produced and consumed in South Africa present significant challenges to traditional censorship models. The balance between protecting societal values and respecting individual freedom will remain a contentious issue.
2. **Child Protection:** Across society, there is a strong consensus on the need to protect children from online harm. Parents, educators, and advocacy groups will continue to push for more robust protections, particularly against content related to cyberbullying, sextortion, and gender-based violence.
3. **Social Media as an Extension of Identity:** For young South Africans, social media is an extension of their identity and a platform for expression. Efforts to regulate these spaces must be carefully managed to avoid infringing personal freedom while addressing child safety concerns.

In the 2026/27 Financial year, the FPB will continue to navigate a delicate social environment where content regulation must protect the vulnerable without curbing the freedom that South Africans, particularly the youth, hold dear.

4.1.4 Technological environment

The digital era presents both challenges and opportunities for the FPB. The rise of AI-generated content, streaming, virtual and augmented reality, mobile platforms, and online gaming has transformed the content landscape. These technologies complicate traditional models of content classification and demand new digital tools for automated monitoring. The FPB must align its operations with technological innovations by investing in AI-assisted classification systems and building partnerships with local and international technology entities. Hence, the rolling out of the Online Content Regulation system is a prerequisite to address the high volumes of digital content submitted for classification. Upskilling the FPB employees, especially classifiers and compliance monitors is essential for maintaining regulatory relevance. Cross-country cooperation and treaties can further strengthen South Africa's ability to manage digital content across borders.

South Africa's digital ecosystem is expanding rapidly. Nearly three-quarters of South Africans access the internet via mobile devices, although a significant level of digital divide persists between urban and rural areas. The ongoing expansion of ICT infrastructure and decreasing data costs will continue to increase internet access, amplifying both the reach of harmful content and the need for effective regulatory systems. Thus, the FPB must evolve from a traditional regulator to a digitally empowered institution capable of leveraging data analytics and technological partnerships to manage risks in a scalable manner.

Key technological factors impacting the FPB's future include:

1. **Drop in Data Costs:** Advances in telecommunications technology continuously drives down data costs.
2. **Exponential Growth in Content:** The rapid increase in user-generated content, driven by lower data costs and improved connectivity, will challenge the FPB's ability to regulate content at scale.
3. **Collaborative Opportunities:** The FPB can leverage AI-powered content discovery tools to identify harmful content more effectively. Collaboration with civil society, industry stakeholders, and law enforcement will be essential in developing regulatory frameworks that keep pace with technological innovation.
4. **Competition for Digital Skills:** As the global demand for digital talent intensifies, the FPB will face challenges in attracting and retaining the skills needed to implement its regulatory mandate. Partnering with technology firms will be a key strategy to bridge this gap.

In the next five years, technological advancements will both amplify the regulatory challenges faced by the FPB and offer new tools for addressing them. The Board must remain agile, leveraging emerging technologies while working to build the digital capacity necessary for effective regulation.

4.1.5 Environmental landscape

As a public entity, the FPB is expected to operate in an environmentally responsible manner. Its commitment to "green regulation" involves adopting digital submission systems, remote work, and paperless processes to minimize its carbon footprint. Transparency and consistency in classification procedures reinforce its credibility and sustainability goals.

Globally, environmental consciousness is reshaping how the media portray issues such as climate change and sustainability. The FPB may need to consider how environmental themes are represented in classified content, ensuring that media depictions align with national values and global sustainability commitments. Connected communities and digital networks can also be leveraged to share knowledge and strengthen environmental awareness through responsible media.

4.1.6 Legal environment

The FPB's capacity to execute its mandate depends on a robust legal framework, skilled personnel, and strong partnerships. Collaboration with law enforcement agencies such as the South African Police Services (SAPS), international classification boards, and digital platforms is critical for addressing cross-border content issues. South Africa's liberal constitutional framework requires balancing competing rights to freedom of expression, access to information, and protection from harm.

The FPB must also navigate resistance from some digital industry players who oppose regulation, emphasising voluntary compliance instead. The strengthening of the Films and Publications Act has enhanced enforcement powers and governance structures but must continue evolving to address emerging technologies.

Recent legislative updates, including the Films and Publications Amendment Act (FPAA), 2019 (Act No. 11 of 2019), have extended the FPB's authority to online content. However, this has sparked debate over regulatory overreach and free expression. The Audio and Audiovisual and Online Content White Paper proposes the creation of an independent ombudsman to oversee digital regulation, potentially altering the FPB's future role. It also advocates for technology-neutral regulation, applying consistent rules across traditional and online media. While these reforms promote coherence, the FPB has acknowledged that it may not yet be fully equipped legally or technologically to regulate the entire digital content environment.

Key legal factors include:

- **Revising the FPAA (2019):** There is widespread consensus that the Amendment Act needs to be revised, particularly with input from civil society, industry, and the legal fraternity. This process will need to be inclusive and focused on harmonising FPB's regulatory framework with other laws that address online harm, child protection, and hate speech.
- **Legal Harmonisation:** The FPB must navigate the overlaps of multiple legal frameworks, including the Cybercrimes Act, Children's Act, and Electronic Communications Act, to ensure that its regulatory activities do not lead to mandate clashes. The legal landscape over the next five years will see FPB engaged in an ongoing process of legislative revision and harmonisation, ensuring that its regulatory instruments do not lead to mandate overlaps and clashes.

4.1.7 Innovation outlook

The FPB operates in a complex and rapidly evolving ecosystem shaped by technological innovation, shifting societal values, political sensitivities, and global policy trends. The regulatory challenges posed by OTT platforms and online content require a strategic, coordinated, and future-oriented approach.

To remain effective and innovative, the FPB must:

- Strengthen strategic partnerships and clarify its mandate within the broader digital governance ecosystem. The establishment of the Information, Communication and Technology and Media Regulators Forum is instructive.
- Invest in technology, digital infrastructure, and staff upskilling to support data-driven regulation.
- Foster partnerships with international regulators to share best practices and harmonise standards.

By embracing innovation and policy coherence, the FPB can position itself as a leading authority in digital content regulation, ensuring that South Africa's online environment remains safe, inclusive, and constitutionally sound.

In the 2026/27 financial year the FPB will continue to face a multifaceted external environment shaped by powerful global content distributors, shifting revenue models, rapid technological advances, and evolving societal and stakeholder expectations. The organisation's ability to adapt to these changes while maintaining its core mandate to protect vulnerable groups – particularly children – will be critical to its success. By embracing innovation, fostering collaboration, and refining its legal framework, the FPB will be well-positioned to meet the challenges of the next five years.

4.2 Internal Environmental analysis

4.2.1 Impact on the FPAA

ORGANISATIONAL IMPACT

The FPAA has expanded the entity's mandate beyond merely the classification of content. The FPB was restructured to perform an expanded set of mandated functions to regulate the creation, production, possession and distribution of films, games, certain publications, and the internet. The FPAA was promulgated to:

- Insert and amend certain definitions;
- Provide for the establishment, composition and appointment of members of the enforcement committee;
- Provide for the powers and duties of the Enforcement Committee;
- Regulate online distribution of films and games;
- Extend the compliance obligations of the FPA and the compliance and monitoring functions of the FPB to online distributors;
- Revise and further regulate the functions of compliance officers regarding entering and inspection of premises and facilities in which the business of the sale, hire or exhibition of films or games is being conducted;
- Further regulate the classification of publications, films and games;
- Provide for accreditation of independent commercial online distributors by the FPB;
- Provide for classification of publications, films and games by the independent industry classification bodies;
- Provide for foreign and international classification systems and approval thereof by the FPB;
- Provide for the use of classification ratings issued by a foreign and international classification authority or body;
- Provide for the right of appeal against classifications issued by independent industry classification bodies;
- Provide for exemptions in respect of online distribution of films and games;
- Further provide for the obligations of internet access providers regarding curbing the use of their services in propagating prohibited content;
- Revise and strengthen penal provisions; and
- Provide for matters connected therewith.

As indicated before, the restructuring process encountered several implementation challenges relating to the scope of change and the maturity of digital platforms, processes and internal policies to support those changes. The organisational transformation to perform these functions remain ongoing.

Regulatory Impact

The introduction of amendments to the FPAA has been **informed** by the need to address the following regulatory challenges:

- Align the definition of child pornography to the definition in the Constitutional Court judgment in the case of *De Reuck v Director of Public Prosecutions (Witwatersrand Local Division) and Others* 2004 (1) SA 406 (CC);
- Give effect to the constitutional amendments of section 16 (2)(a) as instructed by the Constitutional Court in *Print Media South Africa and Another v Minister of Home Affairs and Another* 2012 (6) SA 443 (CC);
- Decriminalise the online distribution of adult content on all platforms, including digital platforms;
- Provide for the establishment of a co-regulation system that will allow for accreditation by the FPB of independent classification bodies to classify their own digital films, games and publications; and
- Provide an effective penalty regime in support of, amongst others, the co-regulation approach.

The purpose of the amendments in the FPAA was to close the regulatory gap that existed in the online market. It extended the previous rating system and content regulatory regime to digital and online content distribution. It did so mindful of the differences across jurisdictions and local communities about what qualifies as harmful content.

The FPAA achieved much of what it set out to do and provided a foundation upon which FPB can build. Feedback from civil society and industry on the FPAA and derived regulatory instruments reiterated the need for an inclusive approach to deal with all the complexities, especially the challenges in discovering and evaluating content with the advent of search-based and social media content distribution.

The challenges experienced with the restructuring of the FPB to perform the full array of new functions also highlighted the need for digital platforms and associated processes to enable the organisation. It furthermore reiterated the reality that organisational and regulatory impacts will be incremental and continuous.

As part of the strategic review, the FPB evaluated its organisational performance against its strategic and work programme targets. In the 2023/24 financial year, the organisation faced a regression from a clean audit to an unqualified audit, with findings due to material misstatements in financial reporting. This included significant miscalculations in performance reporting, affecting decision-making and in-year reporting accuracy.

To better understand internal dynamics, the FPB conducted a SWOT analysis to identify strengths, weaknesses, opportunities and threats. This analysis provided key insights into areas for improvement and potential risks and helped shape future strategic directions.

4.2.2 SWOT ANALYSIS

The following table represents a holistic view of the FPB's current strategic position. It synthesizes the distinct analyses from the working groups on Ethical Leadership, Enforcement, Organisational Design, Revenue Enhancement, and Stakeholder Engagement to provide a comprehensive overview of the organisation's internal and external operating environments.

SWOT ANALYSIS		
FPB Consolidated SWOT Analysis	Internal Factors (Attributes of the organisation)	External Factors (Attributes of the environment)
Helpful- to achieving objectives	Strengths Leadership and Governance: <ul style="list-style-type: none"> Energetic and driven leadership focused on moving the organisation forward. A culture of empowering employees with opportunities for leadership roles. Experience with structured Organisational Design (OD) processes and phased implementation. Legal and Operational Mandate: <ul style="list-style-type: none"> A strong legislative framework and clear regulatory powers. In-house legal expertise to support enforcement activities. Established enforcement processes, documentation, and a pool of skilled compliance officers. Skilled finance and regulatory teams with experience in collections. Existing Assets: <ul style="list-style-type: none"> Established revenue streams from classification fees, licensing, and other charges. Existing stakeholder networks and established partnerships. 	Opportunities Technological Advancement: <ul style="list-style-type: none"> Integration of AI and advanced systems for enhanced monitoring of non-compliance. Establishment of a 24/7 reporting hotline supported by chatbot technology. Use of technology to improve the efficiency of revenue identification and collection. Strategic Partnerships and Engagement: <ul style="list-style-type: none"> Formation of corporate-level partnerships with major retailers and ISPA to streamline compliance. Strengthening stakeholder relationships and leveraging media partnerships for increased visibility. Growth and Development: <ul style="list-style-type: none"> Diversification of the revenue base by targeting new digital and online content distributors. Reviving the training unit to educate external stakeholders (e.g., magistrates, industry) and internal staff. Alignment of the organisational structure with new legislative mandates from the Amendment Act and White Paper.
	Harmful- to achieving objectives	Weaknesses Process and Operational Inefficiencies: <ul style="list-style-type: none"> Significant bottlenecks in the case flow process, delaying matters from reaching the enforcement committee. Instances of non-compliance with the FPB's own internal procedures by staff. A silo mentality between departments, hindering cross-functional collaboration. Strategic and Resource Gaps: <ul style="list-style-type: none"> Over-reliance on a limited pool of traditional industry players for revenue. Stakeholder engagement that is often reactive rather than proactive and strategically planned. Inadequate targeting and onboarding of new entrants in the online content market. Cultural Risks: <ul style="list-style-type: none"> Risk of inconsistent leadership engagement and communication, potentially undermining strategic alignment. Potential resistance to change from within the organisation.

The following section will analyse the strategic implications derived from the interplay between these identified strengths, weaknesses, opportunities, and threats.

STRATEGIC IMPLICATIONS AND KEY PRIORITIES

A SWOT analysis is most valuable when it moves beyond a simple list of factors to identify actionable priorities derived from the connections between the quadrants. This process reveals the most critical strategic imperatives for the FPB, highlighting where the organisation should focus its energy and resources to achieve its mandate effectively.

- **Leveraging Strengths for Opportunities (S-O):** The FPB is well-positioned to use its strong legislative mandate, driven leadership, and in-house expertise to capitalise on significant external opportunities. The combination of a clear legal authority to regulate and charge fees (Strength) and the opportunity to integrate advanced technology (Opportunity) creates a powerful imperative to modernise revenue collection and enforcement. By leveraging existing stakeholder networks (Strength), the FPB can forge high-level corporate partnerships (Opportunity) to diversify its revenue base and streamline industry-wide compliance, moving beyond its traditional market.
- **Confronting Threats with Strengths (S-T):** The organisation’s internal strengths can serve as a robust defence against external threats. The FPB’s in-house legal expertise and established enforcement processes (Strengths) are critical assets for managing the growing threat of industry non-compliance from new digital entrants (Threat). Similarly, by leveraging its experienced communications team and existing partnerships (Strengths), the FPB can proactively shape public discourse and mitigate the risk of negative media exposure or stakeholder disengagement (Threats).
- **Overcoming Weaknesses to Seize Opportunities (W-O):** The analysis clearly indicates that internal weaknesses are the primary barrier to capitalising on external opportunities. To successfully diversify its revenue base among new online players (Opportunity), the FPB must first address its inadequate targeting of this market and its reactive engagement model (Weaknesses). Likewise, the full potential of integrating AI and other technologies (Opportunity) cannot be realised without first resolving the internal process bottlenecks and siloed mentality (Weaknesses) that currently impede efficiency and collaboration.
- **Mitigating Weaknesses and Threats (W-T):** The most significant strategic vulnerability for the FPB exists where internal weaknesses intersect with external threats. The combination of a siloed operational culture (Weakness) and the external threat of competing narratives from other regulatory bodies (Threat) create a critical risk; an internally fragmented organisation cannot present the unified, authoritative voice needed to maintain its public and industry standing. This vulnerability is compounded when internal resistance to change (Weakness) meets the rapid evolution of the digital landscape (Threat), posing an existential risk to the organisation’s long-term relevance. Mitigating this requires a concerted focus on internal change management and breaking down departmental barriers to foster a culture of agility.

EXTERNAL STAKEHOLDER ANALYSIS				
Stakeholder	Keep satisfied	Consult and engage	Monitor	Keep informed
Government	X	X		X
DCDT	X	X		
Parliament	X		X	X
Civic organisation	X	X		X
Academia / Research institutes		X	X	
Industry / Associations	X	X	X	X
Local Communities / Beneficiaries		X		X
International / Regional Organisations	X	X	X	X



PART C: MEASURING OUR PERFORMANCE

5. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

PROGRAMME 1: ADMINISTRATION

Purpose: The programme provides coordinated strategic leadership, management and support for the FPB to deliver on its mandate.

The sub-programme consists of the Office of the CEO, Risk Management and Internal Audit.

The sub-programme consists of the following units:

1. Office of the CEO

The unit is responsible for effective reporting and support to programmes on organisational performance reporting to the Council and coordinates strategic partnership engagement to ensure that the organisation delivers its mandate.

2. Risk management and compliance

The Risk and Compliance Unit's primary role is to safeguard the Board's interests and to ensure that all its actions and decisions are legally compliant with the Constitution, enabling legislation and other applicable laws. The Unit further promotes good governance through ensuring effective risk management, including fraud risk management, compliance and ethics management and business continuity.

3. Internal audit

To provide reasonable assurance to Audit, Risk, and Ethics by evaluating the adequacy and effectiveness of governance, risk management and internal control processes, enabling management to make informed strategic decisions on the achievement of the organisation's outputs and outcomes.

Programme 1 Economic classification	Audited outcomes	Adjusted appropriation	Medium Term Expenditure		
	2024/25	2025/26	2026/27	2027/28	2028/29
Compensation of employees	16 019 727	16 723 038	10 816 295	11 357 110	11 924 965
Goods and services	6 262 827	5 583 838	5 452 735	5 932 362	6 449 521
Total	22 282 554	22 306 876	16 269 030	17 289 472	18 374 487

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

The Unit will be submitting four quarterly reports to the Council Committees on performance information and a verification certificate by internal audit.

The Monitoring reports of mitigation plans for both strategic and operational will be part of the quarterly reports submitted by the Risk Unit. The compliance Universe and monitoring reports form part of the quarterly submissions.

The tracking of organisation audit findings and implementation of the approved Internal audit is part of the reports submitted to the Council and the Executive Authority.

PROGRAMME 2: CORPORATE SERVICES MANAGEMENT

Purpose: To provide support functions such as Human Capital, Communication and Marketing, Legal Services, Planning, Monitoring and Evaluation to enhance organisational capacity and ensure efficient operations, enabling the FPB to achieve its strategic goals.

The sub-programme consists of Strategic Partnerships and Support.

The sub-programme consists of the following units.

1. Strategy and Performance Monitoring and Evaluation

The unit is responsible for organisational and programme planning to ensure alignment of departmental plans with the relevant government priorities, and to monitor and evaluate organisational approved plans and reporting.

2. Communication and Marketing

The unit intends to provide communication services and products that will increase the organisation's share of voice amongst its consumers and customers. Monitoring the media environment and coverage received will be analysed to gain a better understanding of the communications environment in which the FPB operates and will assist to develop counterstrategies that will inform the impact of key messages. The unit will facilitate the participation in the international programme to stay abreast of regulatory developments to equip the FPB with current, relevant information and developments in select areas of expertise, to support the regulatory programmes and to advance the national interest.

3. Human Capital

The unit is tasked with building a fit-for-purpose organisational structure with the capacity to lead the FPB functions and create a conducive work environment. It ensures that the FPB can plan for required human resources, recruit the right talent in the right positions at the right time. It oversees the continuous development of talent to maintain the required levels of competence and create a conducive environment that enables employee engagement and promotes a high-performance culture.

4. Corporate Legal

This unit is responsible for providing legal advice and support to the organisation, ensuring compliance with applicable laws and regulations. Key functions include contract management, litigation, legal advice, the drafting and vetting of regulations, regulatory documents, contracts, policies, provision of legal opinions as well as management of litigation.

Outcome, Outputs, Output indicators and targets

Outcomes	Outputs	Output indicators	Annual Targets							
			Audited /Actual performance		Estimated performance	MTEF Period				
			2022/23	2023/24		2024/25	2025/26	2026/27	2027/28	2028/29
Improved awareness and education of the public on online safety	Implementation of the online safety education and awareness plan	Percentage (%) implementation of the Online Safety Education and Awareness Plan	Rephrased from the public education plan	100% implementation of the integrated stakeholder engagement and communications plan	100% implementation of the integrated stakeholder engagement and communications plan	100% implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan

Indicators, annual and quarterly

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Percentage (%) implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan	Approved online safety education and awareness plan by EXCO	50% implementation of the online safety education and awareness plan	70% implementation of the online safety education and awareness plan	100% implementation of the online safety education and awareness plan

Programme resource requirements

Programme 2 Economic Classification	Audit outcome	Adjusted appropriation	Medium Term Expenditure		
	2024/25 (Rand)	2025/26 (Rand)	2026/27 (Rand)	2027/28 (Rand)	2028/29 (Rand)
Compensation of employees	19 528 559	20 385 917	17 951 497	18 868 553	19 833 997
Goods and services	6 205 476	5 532 706	6 023 217	6 342 509	6 679 416
Total	25 734 035	25 918 623	23 974 714	25 211 062	26 513 413

Updated key risks

Outcome	Key risks	Risk mitigations
Improved awareness and education of the public on online safety	<p>Inability to effectively market and position the FPB brand</p> <p>Inability to effectively protect children and consumers</p>	<p>Develop a communication plan that is informed by the Communications Strategy.</p> <p>Build public support through PR / marketing campaigns in support of the FPB mandate.</p>

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

1. Communication and Marketing

As the regulatory environment becomes more complex, the FPB will prioritise the mobilisation of an ecosystem of stakeholders committed to protecting children from online harm. This ecosystem will consist of partnerships with civil society, technology companies, government institutions, and international bodies.

Key initiatives include establishing forums where stakeholders such as parents, educators, caregivers, academic researchers, and industry associations can provide input on regulatory frameworks and educational programmes. These forums will also support the FPB's public education efforts, reaching a broader audience. By fostering collaboration across a diverse set of stakeholders, the FPB will be able to expand its capacity and address the growing challenges of content regulation in the digital age.

2. Human Capital

Human capital forms a central part of the FPB's capacity to deliver on its policy and legislative mandates and ensures that the Authority makes a meaningful contribution to government priorities. Staff vacancies must be at 10%, and staff must receive training to keep abreast of international thinking in their respective fields of expertise. There must be compliance with the necessary human resources industry norms and standards, government policy and legislative prescripts and staff morale must always be at a level that enhances productivity. In compliance with the Employment Equity Act, the organisation continues to ensure that women are represented in its professional staff structures to share opportunities for career development and equitable growth. The organisation has developed its Strategic Employment Equity Plan, which will guide the filling of vacancies towards equity in line with the policy of non-discrimination in recruitment, career progressions and training.

3. Stakeholder Management and Collaboration

Technology has not only blurred the geographical market boundaries that characterise the work of regulators around the world. The blurring of these market boundaries has created regulatory duplication and fragmentation in areas that have never existed before. Again, the online environment is very transnational. These changes suggest that no regulator can deliver on this mandate alone. Therefore, it requires collaborations and partnership both horizontally and vertically stakeholders within the sector.

PROGRAMME 3: FINANCE

Purpose: To ensure the long-term financial stability of the FPB by developing and managing revenue streams, optimizing resource allocation, and reducing dependency on Treasury grants, enabling the organisation to fulfil its regulatory mandate effectively

The sub-programme consists of the following units.

1. Management Accounts

The unit is responsible for budgeting and maintenance of the integrity of the FPB's books of accounts in line with relevant legislative prescripts and acceptable international accounting principles.

2. Supply Chain Management

The unit is responsible for all procurement of goods and services by the organisation. It ensures compliance with constitutional, public finance management and preferential procurement policy framework prescripts. The sub-programme will ensure that the organisation maintains strict adherence to supply chain processes and procedures that will eliminate unauthorised and fruitless expenditure, and procurement of goods and services from Historically Disadvantaged Individuals, particularly women, youth and people with disabilities.

3. Revenue Collection and Enhancement

The unit is responsible for revenue collection and enhancement, ensuring the achievement of the goals of the Revenue Enhancement Strategy.

4. Facilities

Over the medium-term period, the unit will implement the statutory obligation on Occupational Health and Safety (OHS) by implementing the OHS plan, as part of its contribution towards the organisational service delivery-maintained outcome. It ensures continuous improvement of office ergonomics for optimum employee productivity and the efficient allocation and management of infrastructure, resources and facilities across the organisation. It provides of safety and security to its resources and assets, the optimum location of its premises for service delivery, and improved clients' experience at its premises.

Outcome, Outputs, Output indicators and targets

Outcomes	Outputs	Output indicators	Annual targets					MTEF Period	
			Audited /Actual	2023/24	2024/2025	Estimated	2026/27	2027/28	2028/29
Financially sustainable organisation	Percentage (%) increase in self-generated revenue	Percentage (%) increase in self-generated revenue against total revenue	2022/23 31,4% self-generated revenue over total revenue	2023/24 11% self-generated revenue over total revenue	2024/2025 12% self-generated revenue over total revenue	2025/26 15% self-generated revenue over total revenue	2026/27 15% self-generated revenue over total revenue	2027/28 20% self-generated revenue over total revenue	2028/29 20% self-generated revenue over total revenue

Indicators, annual and quarterly targets

Output indicators	Annual Targets	Q1	Q2	Q3	Q4
Percentage (%) increase in self-generated revenue against total revenue	15% self-generated revenue against total revenue	5%	8%	10%	15% self-generated revenue over total revenue

Programme resource allocation

Programme 3: Economic classification	Audited outcomes	Adjusted appropriation	Medium Term Expenditure		
	2024/25 (Rand)	2025/26 (Rand)	2026/27 (Rand)	2027/28 (Rand)	2028/29 (Rand)
Compensation of employees	10 585 685	11 050 426	14 721 045	15 457 097	16 229 952
Goods and services	17 844 251	15 909 656	18 883 072	19 038 913	20 617 274
Total	28 429 936	26 960 082	33 604 117	34 496 010	36 847 226

Updated key risks

Outcome	Key risks	Risk mitigations
Financially sustainable organisation	Financial unsustainability	Review of the revenue enhancement strategy and the implementation plan. Conduct industry trends analysis.

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS THE ACHIEVEMENT OF OUTPUTS

Given the growing fiscal pressures and the diminishing number of domestic content distributors contributing to the FPB's revenues, the organisation will prioritise financial sustainability over the next five years. The FPB will continue to explore new revenue streams and optimise its existing income sources to meet its operational needs.

Key initiatives include:

1. Growing Self-Generated Revenue

The FPB aims to increase the percentage of self-generated revenue. This will be achieved through:

2. Online Distributor License Fees

Expanding licensing fees for online content distributors.

3. Classification Fees and Registration Fees

Ensuring compliance from a broader base of distributors and enforcing penalties where necessary.

4. Internet Service Provider (ISP) Registration

Registering ISPs as part of FPB's expanded regulatory framework.

5. Billable Training

Training programmes for a fee to civil society, corporates, and the rest of government.

The FPB's focus on financial sustainability will allow the organisation to maintain its operations and regulatory capacity without relying on increased funding from the National Treasury.

PROGRAMME 4 : TECHNOLOGY AND PLATFORM MONITORING

Purpose: To oversee the execution of digital transformation initiatives and integrate emerging technologies, such as AI, into the FPB's regulatory framework. The programme aims to enhance operational capacity for pro-active content regulation and improve protection of children from harmful content.

SUB-PROGRAMMES CONSIST OF THE FOLLOWING UNITS:

1. ICT Operations and Information Security

The Information Communications Technology (ICT) unit has the responsibility to ensure that the organisation has the most up-to-date IT infrastructure that enables the organisation to execute its business, which requires IT infrastructure support to be provided efficiently and effectively. To contribute to the organisational service delivery-maintained outcome, the unit will be implementing the approved AI strategy to enhance its digital transformation interventions.

2. Platform Monitoring

The unit is responsible for the effective monitoring of compliance of online distributors to ensure compliance with the classification guidelines. The pro-active monitoring of online platforms on harmful and prohibited content also falls under this unit.

3. Child protection

The unit is responsible for the analysis of referred CSAM by the SAPS and also represents the State as the expert witness during prosecutions. The unit also facilitates training of law enforcement agencies and other stakeholders, including learners, on the use of children in the creation of child pornography.

4. Classification and Quality Assurance

The unit coordinates the classification and quality assurance of material received from distributors.

5. Public Complaints

The unit is responsible for responding to customer complaints about harmful or prohibited content and all other queries received through the FPB clients' support platforms.

Outcomes, outputs, output indicators and targets

Outcomes	Outputs	Output indicators	Annual targets					MTEF Period		
			Audited /Actual performance		Estimated		2027/28			
			2022/23	2023/24	2024/25	2025/26				
Digitally driven organisation	Implementation of the digitization and Artificial Intelligence strategy	Percentage (%) of the Digitisation and Artificial Intelligence strategy	-	New indicator	20% Implementation of the digitisation and Artificial Intelligence Strategy	40% Implementation of the digitisation and Artificial Intelligence Strategy	60% Implementation of the digitisation and Artificial Intelligence Strategy	80% Implementation of the digitization and Artificial Intelligence Strategy	2028/29	80% Implementation of the digitization and Artificial Intelligence Strategy
Improved online content regulation and classification	Classification decisions issued with 7 working days	Percentage (%) of classification decisions issued with 7 working days	66% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days	80% of classification decisions issued within 7 working days
Improved online content regulation and classification	Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	Percentage (%) of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	New target	New target	7% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	7% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	20% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	20% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	20% of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors

Outcomes	Outputs	Output indicators	Annual targets						
			Audited /Actual performance		Estimate d	MTEF Period			
			2022/23	2023/24		2024/25	2026/27	2027/28	2028/29
Improved capacity of prosecution and law enforcement agencies to effectively protect children against child sexual abuse and exploitation.	Child sexual abuse and exploitation material reports investigated and actioned within 60 working days	Percentage (%) of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	New target	New target	New target	90% of child sexual abuse and exploitation material cases assessed	Rephrased 90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	Rephrased 90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	Rephrased 90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days

Indicators, annual and quarterly targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Percentage (%) Implementation of the digitisation and Artificial Intelligence Strategy	60% Implementation of the digitisation and Artificial Intelligence Strategy	45% Implementation of the digitisation and Artificial Intelligence Strategy	50% Implementation of the digitisation and Artificial Intelligence Strategy	55% Implementation of the digitisation and Artificial Intelligence Strategy	60% Implementation of the digitisation and Artificial Intelligence Strategy
Percentage (%) of classifications decisions issued with seven (7) working days	80% of classification decisions issued within seven (7) working days	80% of classification decisions issued within seven (7) working days	80% of classification decisions issued within seven (7) working days	80% of classification decisions issued within seven (7) working days	80% of classification decisions issued within seven (7) working days
Percentage (%) of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors
Percentage (%) of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days	90% of child sexual abuse and exploitation material reports investigated and actioned within 60 working days

Programme resource allocations

Programme 4: Economic classification	Audited outcomes	Adjusted appropriation	Medium Term Expenditure		
	2024/25 (Rand)	2025/26 (Rand)	2026/27 (Rand)	2027/28 (Rand)	2028/29 (Rand)
Compensation of employees	17 229 209	17 985 619	33 564 488	35 242 712	37 004 848
Goods and services	14 297 994	12 747 868	13 610 513	14 373 226	14 167 940
Total	31 527 203	30 733 487	47 175 001	49 615 939	51 172 788

Updated key risks

Outcomes	Key risks	Risk mitigations
Digitally driven organisation	Failure to digitise business operations Cybersecurity Business continuity	Assess the impact of the digital roadmap. Do training on AI tools. Implement information security controls. Implement disaster recovery plan.
Improved online content regulation and classification	Sluggish classification process Failure to classify all content hosted on online distributor platforms Misapplication of classification guidelines during self-classification	Enhance the automated classification system. Do continuous training and collaboration with distributors conducting self-classified content.

Outcomes	Key risks	Risk mitigations
Improve the capacity of prosecution and LEAs to effectively protect children against child sexual abuse and exploitation	Lack of technical skills and expertise to utilise the provisions in FPA in prosecuting cases by LEAs	<p>Develop the MOU with LEAs.</p> <p>Conduct LEA workshops and promote CSAM content analysis.</p> <p>Engage and collaborate with key relevant stakeholders.</p> <p>Implement improvements on the FPB hotline.</p> <p>Do reporting (short-code reverse billing, WhatsApp, toll-free, website, referrals).</p>

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS THE ACHIEVEMENTS OF OUTPUTS

A key measure of the FPB's effectiveness is its ability to respond to customer complaints about harmful or prohibited content. In the 2026/27 Financial year the FPB will enhance its customer service through a proactive approach to child harm prevention and by expanding its service offering to address the evolving needs of parents, caregivers, and educators.

Key initiatives include:

1. Active Online Harm Prevention

Providing recommendations on parental control solutions and collaborating with social media platforms to block harmful content from reaching children. This will include collaborating on content filtering mechanisms.

2. Post-Harm Support:

Expanding the complaints resolution service to offer post-harm support for children exposed to harmful content. This will involve working closely with social services, civil society, and law enforcement to provide timely interventions.

The FPB's customer-centric approach will ensure that complaints are handled promptly and effectively, with a focus on providing rapid responses to children at risk of online harm.

3. Digital Process Management

Implementing digital workflow platforms to streamline the coordination of complaint resolutions across multiple stakeholders, including the SAPS, social services, and civil society organisations.

4. Child protection

- Strengthen capacity for the monitoring of prohibited and harmful online harms.
- Improve CSAM analysis and manage relations with Law Enforcement Agencies.
- Position the FPB to be a leader in the protection of children against child CSAM.

The FPB's key priorities for the next five years reflect its commitment to transforming into a robust, forward-thinking regulator capable of addressing the challenges of the digital age. By focusing on organisational transformation, regulatory compliance, customer service, financial sustainability, collaboration, and child protection, the FPB will continue to safeguard South African citizens while adapting to the evolving technological and regulatory landscape. Collaborative efforts across stakeholders, supported by digital innovation and legal alignment, will position the FPB as a leader in global content regulation.

PROGRAMME 5 : REGULATORY DEVELOPMENT AND ENFORCEMENT

Purpose: To develop, implement, and enforce regulatory frameworks, ensuring compliance with content laws and protecting children from harmful content, while adapting to the evolving digital landscape.

Sub-programmes consist of the following units:

1. Regulatory Development and Research Analysis :

This unit is responsible for conducting research and the development of regulatory frameworks.

2. Registration and Licensing

This unit is responsible for the registration and licensing of distributors of games, films and certain publications.

3. Compliance

This unit is responsible for monitoring compliance of distributors of films, games and certain publications compliance of distributors with the Act.

4. Enforcement:

This unit is responsible for enforcement and referral of matters to the enforcement committee.

Outcome, output, output indicators and targets

Outcomes	Outputs	Output indicators	Annual targets /Actual performance					MTEF period				
			Audited /Actual performance	2023/24	2024/25	Estimated	2026/27	2027/28	2028/29			
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29			
Improved online content regulation and classification.	Research reports concluded to support the mandate of the FPB	Number of prioritised research projects concluded to support the mandate of the FPB	New target	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB	Three (3) research reports concluded to support the mandate of the FPB
Effective and efficient compliance monitoring and enforcement	Applications for registration processed within five (5) working days	Percentage (%) of applications for registration processed within five (5) working days	Rephrased	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.
Effective and efficient compliance monitoring and enforcement	Regulatory Compliance Plan implemented	Percentage (%) of the regulatory compliance plan	New target	New target	60% implementation of the regulatory compliance plan	70% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan
	Enforcement action taken on identified / reported non-complaint distributors	Percentage (%) of enforcement action taken on identified / reported non-complaint distributors	New target	New target	60% of enforcement action taken on identified / reported non-complaint distributors	70% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-complaint distributors

Indicators, annual and quarterly targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
Number of prioritised research projects concluded to support the mandate of the FPB	Three (3) research reports concluded to support the FPB mandate	Approved research agenda by EXCO	One (1) research report concluded and approved by EXCO	One (1) research report concluded and approved by EXCO	One (1) research report concluded and approved by EXCO
Percentage (%) of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.	95% of applications for registration processed within five (5) working days.
Percentage (%) implementation of the regulatory compliance plan	80% implementation of the regulatory compliance plan	20% implementation of the regulatory compliance plan	40% implementation of the regulatory compliance plan	60% implementation of the of the regulatory compliance plan	80% implementation of the regulatory compliance plan
Percentage (%) of enforcement action taken on identified / reported non-complaint distributors	90% of enforcement action taken on identified / reported non-compliant distributors	90% of enforcement action taken on identified / reported non-compliant distributors	90% of enforcement action taken on identified / reported non-compliant distributors	90% of enforcement action taken on identified / reported non-compliant distributors	90% of enforcement action taken on identified / reported non-compliant distributors

Programme resource allocation

Programme 5: Economic classification	Audited outcomes	Adjusted appropriation	Medium Term Expenditure		
	2024/25 (Rand)	2025/26 (Rand)	2026/27 (Rand)	2027/28 (Rand)	2028/29 (Rand)
Compensation of employees	17 559 819	18 330 744	9 647 226	10 129 587	10 636 066
Goods and services	2 798 345	2 494 961	2 631 561	2 763 658	2 937 363
Total	20 358 165	20 825 705	12 278 786	12 893 245	13 573 429

Updated Key Risks

Outcomes	Key risks	Risk mitigations
Improved online content regulation and classification	Failure to solicit research data source to conduct research	Consolidate the resource data repository for internal research. Subscribe to research resources. Develop and implement the research agenda.
Effective and efficient compliance processes, monitoring and enforcement	Inability to complete registration/ renewal within the set frames.	Implement the FPB online system.
	Non-compliance with the FPA and regulations	Review the compliance implementation plan.
	Litigation by industry	Engage with the industry on the compliance of the FPA.

EXPLANATION OF THE CONTRIBUTION OF RESOURCES TOWARDS THE ACHIEVEMENT OF OUTPUTS

The FPB's ability to regulate effectively depends on the robustness of its regulatory frameworks and the clarity of the instruments. To ensure the Film and Publication Amendment Act of 2019 remains relevant and enforceable, the FPB will prioritise legal harmonisation in collaboration with the DCDT. This will involve revising the FPAA to align with other South African laws and international legal standards related to child protection, online content, and human rights.

Key initiatives include:

1. Engaging with civil society, industry, and government to revise the FPAA by developing clear, enforceable regulations for online content distributors to close current regulatory gaps.
2. Reviewing the Tariffs Regulations to align with the revenue model. Periodic reviews of classification guidelines by alignment with societal norms and standards.
3. Strengthening regulatory initiatives on the registration of distributors and self-classification of online commercial distributors.
4. Improving the effectiveness of enforcement on non-compliant distributors.

This focus on regulatory capacity will help the FPB implement stronger enforcement mechanisms, allowing it to issue penalties, take down harmful content, and provide a higher level of oversight in an increasingly digital content landscape.



PART D: TECHNICAL INDICATOR DESCRIPTIONS

6. TECHNICAL INDICATOR DESCRIPTIONS

PROGRAMME 2: CORPORATE SERVICES MANAGEMENT

Indicator title	Percentage (%) implementation of the online safety education and awareness plan
Definition	An online safety education and awareness plan is a comprehensive plan that aims to educate, collaborate and safeguard individuals, especially children and vulnerable groups, from online risks such as exploitation, abuse, cyberbullying, and exposure to harmful and prohibited content. This target measures progress toward achieving the objectives outlined in the plan.
Source of data	<ul style="list-style-type: none"> • Approved online safety education and awareness plan by EXCO • Approved quarterly online safety reports
Method of calculation or assessment	<ul style="list-style-type: none"> • Approval of the online safety education and awareness plan by EXCO • Total number of activities in the plan conducted divided by total number of planned activities x100=%
Means of verification	<ul style="list-style-type: none"> • Approved online safety education and awareness plan by EXCO • Approved quarterly online safety reports
Assumptions	<ul style="list-style-type: none"> • Funding approval • Skilled team and resources
Disaggregation of beneficiaries <i>(where applicable)</i>	Women, youth, children, and people with disabilities
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly and annually
Desired performance	<ul style="list-style-type: none"> • 100% implementation of online safety education and awareness plan • National thematic campaign reports on branding initiatives
Indicator responsibility	Corporate Service Executive

PROGRAMME 3: FINANCE

Indicator title	Percentage (%) increase in self-generated revenue against total revenue
Definition	This indicator measures the annual proportion of self-generated revenue relative to the total revenue received within the specific financial year. The objective is to track the yearly progress of revenue growth, ensuring the organisation meets its target toward financial sustainability
Source of data	<ul style="list-style-type: none"> • Trial balance (year-end) • Annual financial statements
Method of calculation or assessment	Total self-generated revenue divided by total revenue x 100 = %
Means of verification	Management accounts reports
Assumptions	The revenue enhancement office is fully capacitated to implement the plan
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial Transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly and annually
Desired Performance	Higher performance than the targeted
Indicator Responsibility	Chief Financial Officer

PROGRAMME 4: TECHNOLOGY SUPPORT AND PLATFORM MONITORING

Indicator title	Percentage(%) implementation of the Digitisation and Artificial Intelligence Strategy
Definition	The Digitisation and Artificial Intelligence (AI) Strategy is a comprehensive plan that outlines how the FPB will leverage AI technologies and tools to achieve its strategic objectives, enhance operations and address its operational challenges.
Source of data	<ul style="list-style-type: none"> • Council approved strategy • EXCO-approved implementation plan
Method of calculation or assessment	Activities implemented divided by planned activities x 100 = %
Means of verification	<ul style="list-style-type: none"> • Council-approved strategy and EXCO-approved implementation plan. • Activities implemented for the year.
Assumptions	Relevant resources (people and budget) approved.
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly and annually
Desired performance	Achieving 60% implementation of the Digitisation and Artificial Intelligence Strategy
Indicator responsibility	Executive: Technology and Platform Monitoring

Indicator title	Percentage (%) of Classification decisions issued within seven (7) working days
Definition	The percentage of content classification decisions issued within the stipulated period. Classification decision means the rating of content in terms of age-appropriate viewership to include consumer advisories on the elements contained that maybe harmful or inappropriate for viewers
Source of data	Classification reports
Method of calculation or assessment	<ul style="list-style-type: none"> • The application is verified for compliance and when compliant, the date is captured under submitted date on the system. • The turnaround time is calculated from the working day after the submitted date until the date that the decision is released to the distributor. • The percentage of turnaround time is calculated as follows: Number of titles (less film festivals) which were classified in seven (7) days or less / total number of titles (less film festivals) classified x 100 = % achievement
Means of verification	Classification reports
Assumptions	No delays in the approval of classification decisions
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly and Annually
Desired performance	90% of classification decisions issued within 7 working days
Indicator responsibility	Executive: Technology and Platform Monitoring

Indicator title	Percentage (%) of Quality assurance auditing conducted on new self-classified sampled content from commercial online distributors
Definition	This target measures quality assurance auditing conducted on new self-classified sampled content classification reports received from commercial online distributors. This is a process aimed at ensuring that commercial online distributors comply with FPB classification guidelines.
Source of data	<ul style="list-style-type: none"> • Quality assurance reports • Classification reports received from commercial online distributors
Method of calculation or assessment	Number of quality assured reports on new self-classified sampled content divided by the number of new-self- classified sampled content classification reports received from commercial online distributors multiplied by 100 = %
Means of verification	<ul style="list-style-type: none"> • Quality assurance reports • Classification reports received from commercial online distributors
Assumptions	New self-classified content sampled reports received from commercial online distributors
Disaggregation of beneficiaries	N/A
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly and annually
Desired performance	15% of quality assurance auditing conducted on new self-classified sampled content from commercial online distributors
Indicator responsibility	Executive: Technology and Platform Monitoring

Indicator Title	Percentage (%) of Child Sexual Abuse and Exploitation Material reports investigated and actioned within 60 working days
Definition	The target measures the percentage of reports containing suspected Child Sexual Abuse and Exploitation Material (CSAM) investigated and actioned within 60 working days, whether reported or referred to the FPB or identified through internal monitoring systems. Investigated and Actioned are defined in the Child Protection Standard Operating Procedure.
Source of data	<ul style="list-style-type: none"> • Register of all reports received • Acknowledgement letters issued of reports received from Law Enforcement Agencies (LEA) • ICCAM reports received through INHOPE • Reports received through the FPB Hotline • Reports received through the FPB reporting system CSAM identified by the FPB through monitoring of social media, internet, etc.
Method of calculation or assessment	The number of Child Sexual Abuse and Exploitation Material reports investigated and actioned within 60 working days divided by the total number of suspected Child Sexual Abuse and Exploitation Material (CSAM) reports reported / referred / identified multiply by 100 = %
Means of verification	<ul style="list-style-type: none"> • Approved acknowledgement letters issued by the FPB of reports received from Law Enforcement Agencies (LEA) • Approved internal reports of reports received from Law Enforcement Agencies (LEA) investigated and actioned • Approved ICCAM reports received through INHOPE investigated and actioned • Approved reports received through the FPB Hotline investigated and actioned • Approved reports received through the FPB reporting system investigated and actioned • Approved reports received through monitoring of social media, internet, etc. investigated and actioned
Assumptions	Suspected Child Sexual Abuse and Exploitation Material (CSAEM) reports reported or referred to the FPB by Law Enforcement Agencies, INHOPE ICCAM system, FPB Hotline portals, members of the public through the FPB reporting system and reports identified through internal monitoring and systems.
Disaggregation of beneficiaries <i>(where applicable)</i>	Children, members of the public, FPB stakeholders (Law Enforcement Agencies, INHOPE, etc.)
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly and annually
Desired performance	90% of CSAM reports investigated and actioned
Indicator responsibility	Executive: Technology and Platform Monitoring

PROGRAMME 5: REGULATORY DEVELOPMENT AND ENFORCEMENT

Indicator title	Number of prioritised research projects concluded to support the mandate of the FPB
Definition	Evidence-based research to support the mandate of the FPB. The prioritised three (3) research projects linked to the annual performance plan will be outlined in the research agenda.
Source of data	<ul style="list-style-type: none"> • Approved research agenda by EXCO • Approved research reports by EXCO on prioritised projects
Method of calculation or assessment	<ul style="list-style-type: none"> • Q1: Approved research agenda • Q2 - Q4: Simple count of approved research reports by EXCO on prioritised projects
Means of verification	<ul style="list-style-type: none"> • Approved research agenda by EXCO • Approved research reports by EXCO on prioritised projects
Assumptions	Availability of research participants
Disaggregation of beneficiaries <i>(where applicable)</i>	Women, youth, children, people with disability and vulnerable groups.
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly and annually
Desired performance	Three evidence-based research projects conducted to support the mandate of the FPB
Indicator responsibility	Executive: Regulatory Development and Enforcement

Indicator title	Percentage (%) of applications for registration processed within five (5) working days
Definition	Refers to registration applications (renewal and new, online, and physical outlets) processed and registration certificates issued within the stipulated timeframe.
Source of data	Registration (renewal and new) application report
Method of calculation or assessment	<ul style="list-style-type: none"> • Date on which the application was received for processing. • Verification of the application compliance status. • Counting starts a day after the date compliance has been confirmed. • Number of registration applications processed divided by number of applications received x 100 = %
Means of verification	Registration (renewal and new) applications report
Assumptions	FPB system challenge
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial transformation <i>(where applicable)</i>	N/A
Calculation type	Cumulative (year-end)
Means of verification	Quarterly and annually
Desired performance	95% of applications for registration processed within 5 working days
Indicator responsibility	Executive: Regulatory Development and Enforcement

Indicator title	Percentage (%) implementation of the regulatory compliance plan
Definition	The plan contains annual approved regulatory compliance activities to ensure compliance with the FPA: The following are the regulatory compliance activities: <ul style="list-style-type: none"> • Physical inspections • Online inspections • Social media platform monitoring
Source of data	<ul style="list-style-type: none"> • Compliance plan approved by EXCO • Inspection report • Inspection database • Social media platform monitoring report
Method of calculation	Number of activities achieved divided by number of planned activities x 100 = %
Means of verification	<ul style="list-style-type: none"> • Compliance plan approved by EXCO • Inspection report • Inspection database • Social media platform monitoring report
Assumptions	Adequate capacity
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial transformation	N/A
Calculation type	Cumulative (year-to-date)
Reporting cycle	Quarterly and annually
Desired performance	100% of the regulatory compliance plan implemented
Indicator responsibility	Executive: Regulatory Development and Enforcement

Indicator title	Percentage (%) of enforcement action taken on identified/reported non-compliant distributors
Definition	<p>In terms of the FPA, noncompliance occurs where a distributor is distributing films, games and certain publications without being registered with the board as a distributor; or the distribution of unclassified and or prohibited and harmful content. A distributor also includes a non-commercial distributor who distributes harmful or prohibited content on social media or electronic media.</p> <p>Enforcement actions include any of the following administrative and criminal penalties:</p> <ul style="list-style-type: none"> • Compliance notice issued • Notice of removal issued • Take down notices • Confiscation of material (raids: criminal) • Referral to the Enforcement Committee <p>Imposition of penalties by the enforcement committee which includes any of the following:</p> <ul style="list-style-type: none"> • Suspension of the registration • Imposition of fine
Source of data	<ul style="list-style-type: none"> • E-visit database • Inspection report compliance notices issued • Notice of removal issued • Report on matters referred to the enforcement committee • Register of take down notices issued • Report on raids, Raid Register, Raid participation/confirmation • Investigation register
Method of calculation	Total number of enforcement action taken divided by total number of identified non-compliant distributors x100 = %
Means of verification	<ul style="list-style-type: none"> • E-visit database • Compliance notice • Notice of removal issued • Report on matters referred to the enforcement committee • Register of take-down issued • Report of raids, Raid Register, Raid participation / confirmation • Investigation register • Enforcement action taken spreadsheet
Assumptions	Adequate capacity
Disaggregation of beneficiaries <i>(where applicable)</i>	N/A
Spatial transformation <i>(where applicable)</i>	N/A
Desired performance	90% of enforcement action taken on identified / reported non-compliant distributors
Calculation type	Cumulative (year-end)
Reporting cycle	Quarterly and annually
Indicator responsibility	Executive: Regulatory Development and Enforcement



**Film and
Publication
Board**

Content Regulatory Authority of South Africa.

Head Office:

420 Witch Hazel Avenue
Eco Glades 2
Eco Park
Centurion
0157
Tel: 012 003 1400
Fax: 012 661 0074

Cape Town:

209 Beach Road
Sea Point
Cape Town
8060
Tel: 021 418 3083
Fax: 021 461 8126

Durban:

6th Floor, SABC
100 KE Masinga Road
Durban
4001
Tel: 031 201 2158
Fax: 031 261 7130

Email: clientsupport@fpb.org.za

Website: www.fpb.org.za



FPBZA



@FPB_ZA



fpbza

RP69/2026

ISBN: 978-1-83491-758-0

Title of Publication: Film and Publication Board APP 2026/2027