



national film and video foundation
SOUTH AFRICA
an agency of the Department of Sport, Arts and Culture



**NATIONAL FILM AND VIDEO FOUNDATION (NFVF)
ANNUAL PERFORMANCE PLAN
2024/25**

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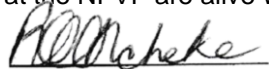
INTRODUCTION

1.1 Accounting Authority Statement:

I am pleased to present the Annual Performance Plan for the 2024/2025 Financial Year. I am appreciative of the confidence placed in me, entrusted as Chairperson to work with the Council in providing oversight and strategic direction to a dynamic organization such as the NFVF.

The year 2024/25 will present the extended term of the current Council and we look forward to learning more about the industry and will always seek innovative ways to improve service offerings and support to the film industry. We remain cognisant of the numerous challenges faced by the South African film industry including employment equity, skills development, accelerating transformation, and convincing the private sector to invest in the film industry, and are committed to ensuring that these issues are addressed from the highest level through NFVF programmes to ensure that progress is achieved.

The NFVF will continuously assess and adapt its strategy to address changes in its operating environment and fulfil stakeholder and industry expectations. In line with our mandate of promoting and facilitating liaison between individuals and institutions locally and internationally, the NFVF will continue to fund, participate in, and support filmmakers at various local and international film festivals with the aim of securing markets for South African products, talent, and content. With the heightened expectations from the stakeholders and broader film and video community, I wish to reiterate that, we at the NFVF are alive with great enthusiasm and determination to see the quality of life of many ordinary South African men and women improved.



Ms. Tholoana Ncheke

Chairperson

National Film and Video Foundation

1.2 Accounting Officer Statement

Introduction

The NFVF is pleased to share the Annual Performance Plan for the 2024/25 financial year. Prepared in consultation and input from various stakeholders, this is indeed a well-thought-out and all-encompassing plan. As part of the planning, the NFVF has recognized that the COVID-19 pandemic is going to be around for some time, and that means stepping up to acknowledge the challenges, realize the new normal, and reconfigure our offerings according to the current needs of the film industry and ensure that we are more ready to confront the challenges of the new normal. Despite, all the challenges, we remain focused on delivering on our mandate of growing and developing the South African film industry, while affording opportunities to the previously marginalized and disadvantaged individuals to participate in the film industry. Our mandate is well harmonized with our values of Integrity, Respect, Equitable, Innovation, Collaboration, Service-Centric, and Professionalism.

NFVF against ongoing violence and femicide against women and children

South Africa has been plagued by high levels of gender-based violence in recent times and in support of the President Summit declaration against GBV of 2024/25, the NFVF is working very closely with the Department of Sport, Arts, and Culture and has contributed to the action plan on gender-based violence awareness and eradication programs. The NFVF has ensured that tangible deliverables are included as part of the NFVF Annual Performance Plan for 2024/25.

The NFVF's new funding policy makes it mandatory for any NFVF-funded production projects, for the Producers to either sign the Sisters Working in Film and Television (SWIFT) Sexual Harassment Code of Conduct or any equivalent with a focus on ensuring safe working spaces for women. The NFVF is proud to work in partnership with this organisation that provides a much-needed voice for the women's sector. The continuous condemnation of these crimes against women and children is simply not enough, South Africa seems to be at war with its women and children and strong action ought to ensue.

Capacity Constraints and challenges facing the public entity.

The NFVF continues to operate under a myriad of challenges and constraints, especially but not exclusively overextended staff, a fragmented industry, and a shortage of funding, and we continue to stretch ourselves to find ways to creatively utilize the limited resources at our disposal. We are constantly battling with how to best meet the needs of low and middle-tier filmmakers - who possibly need the most assistance and support. In this regard, we continue to receive applications for assistance that far outweigh what we are able to provide.

Achievements

Considering that the NFVF operates with a limited budget, it is pleasing that we have made a meaningful contribution towards creating jobs and impacting ordinary South Africans within the film and video industry over the years. It is widely recognized that higher investments in education and skills development will enable the economy to grow faster and become more productive. The NFVF continues to fund bursaries to youth interested in studying film and enjoy a mutually beneficial relationship with our long-standing partner the Media Information and Communication Technologies Sector Education and Training Authority (MICT SETA). The MICT-SETA helps us to secure additional funding for bursaries which over time has led to an exponential growth in the number of opportunities we have been able to afford to disadvantaged individuals. Through the MICT-SETA, we have also established a successful internship programme, which allows us to provide young people with an opportunity to develop skills and empower them with the necessary workplace experience.

Our quest to support small, medium, and micro-enterprises (SMMEs) is constantly being strengthened and our slate programmes (NFVF Enterprise Development) that encourage skills transfer through mentorship and internships have been particularly successful.

Supply Chain Management and governance

The NFVF has mature governance processes geared at ensuring that it executes its mandate effectively and efficiently. The supply chain management process has been one of the instruments applied optimally within the organisation, however, poor planning has in the past, sometimes compromised the process – this has been addressed and we will see fewer challenges in this regard going forward. The Council and its Committees including the Audit Committee continue to ensure sound governance across the NFVF's different business units.

Acknowledgments

I wish to express my heartfelt thanks for the support the NFVF has received from the Ministry and Department of Sport, Arts and Culture (DSAC) and the NFVF Council under the leadership of the Chairperson, Ms. Tholoana Ncheke. I welcome the initiatives taken by the shareholders, the DSAC, broadcasters, and other sectors in our society who provided support to the film industry during this uncertain period. I further extend my appreciation to the industry at large including the professional industry organisations that operate within the film and video sector for their support and contribution to the industry. Lastly but certainly not least, a heartfelt appreciation to the NFVF staff for all that they give in ensuring that the NFVF achieves its mandate.




Ms Thobela Mayinje
Acting Chief Executive Officer
National Film and Video Foundation

Official sign-off

It is hereby certified on 31 January 2024 that this Annual Performance Plan:

- Was developed by the management of the National Film and Video Foundation.
- Takes into account all the relevant policies, legislation, and other mandates for which the National Film and Video Foundation is responsible.
- Accurately reflects the strategic outcome-oriented goals and objectives that the National Film and Video Foundation will endeavour to achieve over the period 2020 - 2025.

Peter Mkaneta
Chief Financial Officer

Signature: 
31 January 2024


Thobela Mayinje
Acting Chief Executive Officer

Signature: 
31 January 2024

Tholoana Ncheke
Chairperson

Signature: 
31 January 2024

Mr N.G. Kodwa, MP
Minister, for and on behalf of the Department of Sport, Arts and Culture

Signature: 
31 January 2024

Part A: Our Mandate

The NFVF is a Schedule 3A Public Entity in terms of the PFMA. The NFVF is governed by the National Film and Video Foundation Act 73 of 1997 as amended by the Cultural Laws Amendment Act 36 of 2001.

The mandate of the NFVF, as set out in Section 3 of the NFVF Act is:

- To promote and develop the film and video industry.
- To provide and encourage the provision of opportunities for persons, especially from disadvantaged communities, to get involved in the film and video industry.
- To encourage the development and distribution of local film and video products.
- To support the nurturing and development of and access to the film and video industry; and
- To address historical imbalances in the infrastructure and distribution of skills and resources in the film and video industry.

Part B: Strategic Focus

1. Vision 2030

A South African agency enabling a transformed, diversified, and sustainable creative media industry.

2. Mission 2030

Driving industry growth by providing funding solutions, policy interventions, industry research, and skills development initiatives. Serving as a gateway for collaborations amongst South Africans and the rest of the world

3. Situational Analysis

As part of strategic sessions held, the NFVF conducted a PESTEL analysis that considers political, economic, social, technological, environmental, and legal factors that impact the organisation. The APP includes some highlights in the situational analysis, internal and external environment points below.

The creative media industry is well-positioned to drive transformation in South Africa. The NFVF can play a significant role as an agent of change by providing funding, which contributes to the growth of the creative media industry.

This industry can be a vehicle for economic growth as it has macro and micro benefits for the broader economy. On average, production companies spend 67% of below-the-line production costs in business sectors outside the film and television production industry.

Being labour intensive, growth in the industry can also address unemployment challenges facing South Africa. Due to the nature of the industry, permanent employment opportunities are limited. The workforce is typically independent contractors employed for specific projects based on talent, technical skills, and experience. This leads to seasonal rather than consistent incomes.

South Africa is a largely untapped market for the creative industry's products. With streaming platforms gaining traction, international markets are becoming more accessible for local productions. Making films for South African audiences only is unlikely to deliver significant economic benefits. The industry needs to balance socially relevant content with quality to attract a broader appeal.

Technology plays a significant role in the industry. COVID-19 accelerated the use of technology and changed social behaviours in the industry. For example, fewer people are visiting cinemas while streaming services are showing considerable growth. Bandwidth and data are expensive and can exclude certain sections of society. Access to technology has significant benefits for the industry as films can be created remotely, leading to less physical contact. Still, it comes at a higher cost and relies on bandwidth availability.

Due to a limited budget for infrastructure investment, the industry does not have the necessary technological resources such as multi-purpose studios. South Africa does not play a significant role in visual effects, animation, high-end post-production, artificial intelligence, and robotics.

Although time-consuming and costly, the industry needs research and development to understand its metrics and capitalize on them. The NFVF depends on the Department for Sport, Arts, Culture (DSAC) for any regulatory or legislative intervention.

External Environment Analysis

Being a public sector entity, the NFVF operates in a highly regulated environment. The most critical pieces of legislation include the Constitution, the PFMA, and the National Film and Video Foundation Act 73 of 1997 as amended by the Cultural Laws Amendment Act 36 of 2001. Terminology in legislation does not keep track of changes in the industry. Creative media is a more descriptive term for film and video.

Copyright and ownership of intellectual property are significant obstacles for filmmakers. Uncertainty about who owns the intellectual property and how role-players are compensated for it remains unprotected by legislation. Most performers do not earn royalties for their efforts. Not all broadcasters always pay the royalties.

The NFVF funding is ineffective without the Department of Trade, Industry, and Competition (DTIC) incentives. Even with these incentives, filmmakers struggle financially to produce content. NFVF-funded beneficiaries and previously disadvantaged individuals don't have access to financial resources to secure cash flow to cover the rebate. All South African-produced films rely on the DTIC incentives consisting of a rebate and the Emerging Black Filmmakers Transformation Fund. The DTIC covers up to 50% of funding for all NFVF films; however, the incentive only disburses 80% of their contribution after filming, which creates an uncondusive environment for black filmmakers.

The time from obtaining funding to the start of production can be considerable. Escalating production costs adds to pressure on production budgets and funding obtained.

The looming Amalgamation of entities, which directly impacts the NFVF will play a major role in how the NFVF manages its operations, whilst dealing adapting to proposed environmental changes.

Internal Environment Analysis

During the 2020/21 financial year, the NFVF received a qualified audit opinion relating mainly to the provision of grants as disclosed in the financial statements. The Auditor-General also raised a concern about the achievement of planned targets and internal control deficiencies.

The tier system for funding works well. The NFVF has a seamless and centralised online application system in place. Stringent requirements are in place. Certain applicants struggle to comply with requirements such as certified copies of identity documents, proof that tax matters are in order, and Broad-Based Black Economic Empowerment (B-BBEE) certificates.

The NFVF's inclusive language policy contributes to transformation. However, more script readers in all the official languages are needed. The NFVF uses an equitable evaluation process. The co-production framework and policies are aligned with international standards. Funding festivals to contribute to audience development works well. The current funding policy creates certain obstacles to funding projects. For example, the policy has strict guidelines around timelines and addendums. NFVF-funded beneficiaries struggle to raise additional funding and therefore fail to adhere to the two-year policy determination. The current policy requires the NFVF and beneficiaries to sign an addendum 90 days before the expiry date. The NFVF can address these obstacles internally through a review of the funding policy and internal control measures.

Less than 15% of applications come from underfunded provinces – Northern Cape, Mpumalanga, Northwest, and the Free State. The NFVF is not accessible to rural communities as a result of a lack of infrastructure.

Other weaknesses to be addressed include:

- Inadequate support for bursary students as the NFVF currently funds only tuition fees
- Lack of influence in pre-sales and licensing fees
- Inadequate marketing and promotion of NFVF-funded films

PART C: Measuring Our Performance

1. Institutional Programme Performance Information

1.1 Programme 1: Content Development

1.1.1 Purpose of Programme

Content Development is at the core of the work the NFVF engages in – it is where the mandate of the organisation is most clearly fulfilled by providing the film industry with critical financial support and technical expertise to take a film project from an idea to a product that can be screened. Feature films, documentaries, short films, and television format concepts are all considered for development and production funding. There continues to be an outcry from the industry that content development should include TV series concepts and development, however, it is important to draw the line and focus on the core mandate. The Strategic session was able to zone in on the fact that the NFVF needs to have a heavy focus on commercially viable projects for the industry to grow and be less reliant on government funding. The film industry is currently incredibly over-reliant on grants, which may inadvertently create a welfare system. It is important to tell varied stories but stories that are bankable at the Box Office.

Strategic objectives related to the production and development of content:

- Increase in volume, quality, and commercial viability of South African films produced.
- Empower individuals from Disadvantaged communities.
- Support innovative distribution.

1.2 Programme 2: SMME and Skills Development

1.2.1 Purpose of Programme

Particular emphasis is placed on grooming young people to enter the industry and for those who are already forming a film career, to

secure their longevity in the industry by gaining crucial experience. However, since its inception, the NFVF has yet to properly track and assess the impact that its efforts in this area have had on the industry as a whole. It is important therefore to solidify partnerships in this regard that will shift this goal forward and to ensure the right partnerships are created with broadcasters as well as the private sector to support young up-and-coming production company owners to thrive.

Strategic objectives related to training and skills development:

- Growth in the number of trained professionals finding work in the industry.
- Increased number of programmes supported.
- Address Industry skills gaps
- Encourage skills transfer to disadvantaged individuals.
- Learners are recognized for their completion of NFVF training programmes.

1.3 Programme 3: Marketing and Policy Support

1.3.1 Purpose of Programme

Marketing and Policy Support has grown in importance and focus on the broad strategy of the NFVF. In a growing market, with a matching demand for South African products, Marketing and Communications enables the delivery of support in 3 critical areas i.e., funding, audience development, and distribution.

In line with the NFVF Value Charter, more work has been put into aligned campaigns such as the #Love SA Film drive as well as the SAFTAs to increase awareness of what the South African film industry has to offer.

Strategic objectives related to marketing and distribution:

- Increases awareness of the SA film industry
 - Recognition of SA as a film-making destination
 - Recognition of SA film and video content
- Develop and maintain stakeholder relations.
- Increased awareness of opportunities in the film industry
 - Elicit more funding applications from underserved areas.

- Increased access points to film information
 - Promote South African filmmakers (technical expertise and film products)

1.4 Programme 4: Partnerships

1.4.1 Purpose of Programme

The Partnerships Programme is in place to develop and manage local, continental, and international partnerships that support NFVF programs. Also, to engender national, global, and strategic partnerships for the creation and distribution of quality SA content.

Strategic objectives related to partnerships:

- Strengthen research,
- Unlock funding,
- Support capacity building,
- Enable local, continental, and international distribution
- To include all provinces
- Strengthen partnerships with African countries

1.5 Programme 5: The NFVF – Entity Administration

1.5.1 Purpose of Programme

Entity administration provides strategic oversight of the performance and overall service delivery of the NFVF. The overall objective is to improve efficiency and effectiveness in the management of the NFVF. To this end, all executives are responsible for ensuring good corporate governance and effective internal controls. The human resources department ensures that the NFVF is adequately staffed to deliver on its mandate and service delivery objectives.

Strategic objectives related to administration and human resources:

- Maintenance of efficient and effective systems of financial, legislative, and administrative controls
- Sound Leadership, Governance & Management

2. Outcomes, Outputs, Performance indicators and targets

2.1 Programme One: Content Development

We provide funding for content development:

- That meets our criteria.
- That is either commercially viable South African stories or content that contributes to nation-building and social cohesion.
- That supports all three existing tiers.

Outcomes	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
To provide funding for content development: Commercially viable South African content development opportunities are identified and funded by the NFVF.	Commercially viable South African content development opportunities are identified and funded by the NFVF	Target the number of funded projects in development and projects in the production of South African content	80 development projects funded	137 development projects funded	35 projects funded in development.	35 projects funded in development per annum.	27 projects funded in development per annum.	35 projects funded in development per annum.	35 projects funded in development per annum.
			0	0	5 animation development projects	5 projects funded in animation development per annum	4 projects funded in animation development per annum	4 projects funded in animation development per annum.	4 projects funded in animation development per annum
		Coproduction programmes-development projects		n/a	n/a	n/a	Fund 4 co-development project	Fund 4 co-development project	Fund 4 co-development project

Outcomes	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			46 projects funded in production	56 projects funded in production	20 projects funded in production	20 projects funded in production.	22 projects funded in production.	22 projects funded in production.	22 projects funded in production.
			0	0	5 animation production projects	4 animation projects funded in production .	4 animation projects funded in production.	4 animation projects funded in production.	4 animation projects funded in production.
	Content development opportunities that enable social cohesion, nation-building, and transformation are identified and	Target the number of funded projects in development & projects in production that addresses historical imbalances and transformation	Fund 2nd year Female Filmmaker slate	Fund 3rd year Female Filmmaker slate	Fund 1st year female filmmaker project	Fund 2nd year female filmmaker project	Fund 3rd year female filmmaker project	Award Female Filmmaker Slate	Fund 1st year female filmmaker project
Fund 2nd year first time/youth filmmaker project			Fund 3rd year first time/youth filmmaker project	Fund 1st year new first time/youth filmmaker project	Fund 2nd year first time/youth filmmaker project	Fund 3rd year youth filmmaker project	Award Youth Filmmaker Slate	Fund 1st year Youth filmmaker project	
Fund the 3rd year of the fiction			Award fiction Slate	Fund the 3rd year of fiction slates	Award new fiction slate	Fund the 1st year of the fiction slate	Fund the 2nd year of the fiction slate	Fund the 3rd year of the fiction slate	

Outcomes	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	supported with funding. Target the number of funded projects in development & projects in production that addresses historical imbalances and transformation.		slates						
		0	0	Fund 1st year animation slate	Fund 2nd year animation slate	Fund 3rd year animation slate	Award Animation Slate	Fund 1st year animation slate	
		Award 1 new documentary slate	Fund 2nd year documentary slate	Fund 2nd year documentary slate	Fund 3rd year documentary slate	Award new documentary slate.	Fund 1st year documentary slate	Fund 2nd year of documentary slate	
		Fund 2 documentary special projects per annum	Fund 2 documentary special projects per annum	Fund 2 documentary special projects per annum	Fund 2 documentary special projects per annum	N/A	Fund 1 documentary special projects per annum	Fund 2 documentary special projects per annum	
		Capacity building in the film industry	N/A	N/A	N/A	Support 1 film industry-initiated lab	Support 2 film industry-initiated labs	Support 2 film industry-initiated labs	Support 2 film industry-initiated labs
		N/A	N/A	N/A	N/A	N/A	Support 1 initiative for people with disabilities	Support 1 initiative for people with disabilities	Support 1 initiative for people with disabilities
		Empower potential applicants to improve the number of compliant applications	N/A	N/A	N/A	Host 4 roadshows	Host 2 roadshows	Host 2 roadshows	Host 2 roadshows

Outcomes	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Complete and accurate panel and council reports on compliance	Compliance to NFVF funding requirements and policy.	N/A	N/A	N/A	Submission of quarterly panel and council reports confirming 100% compliance of complied applications	Submission of panel and council reports confirming 100% compliance of complied applications	Submission of panel and council reports confirming 100% compliance of complied applications	Submission of panel and council reports confirming 100% compliance of complied applications
Work with like-minded organisations to pool resources: The NFVF establishes its own fund and seeks funding from partners and other industry stakeholders	The NFVF establishes its own fund & seeks funding from partners & other industry stakeholders	Number of global partners secured for the NFVF fund	N/A	N/A	N/A	Create a Fund Management Framework and Register the Fund	Create a Fund Management Framework and Register the Fund	Secure 2 partners for the film fund	Secure 2 partner for the film fund
Establish and nurture co-productions	Number of certified national films	Percentage of co-production certification applications processed	Processed 100% of compliant co-production certification applications	Processed 100% of compliant co-production certification applications	Processed 100% of compliant co-production certification applications	Process 100% of compliant coproduction certification applications	Process 100% of compliant co-production certification applications	Process 100% of compliant co-production certification applications	Process 100% of compliant co-production certification applications
		Number of co-production forum activations to encourage coproduction	3 Co-production Activations were implemented.	3 Co-production Activations were implemented.	3 Co-production Activations were implemented.	3 Co-production forums activations	5 Co-production forums activations	5 Co-production forums activations	5 Co-production forums activations

Outcomes	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		and inward investment							

2.2 Programme Two: Skills Development

We transform the filmmaking ecosystem through Capacity Building, especially for previously disadvantaged people:

- Skills development that provides the competencies necessary to work within the ecosystem.
- We aim to cultivate skills and competencies essential for thriving within the filmmaking ecosystem, particularly among previously disadvantaged individuals, fostering inclusivity and enhancing employability.
- To develop targeted training programs that address scarce skills within the filmmaking industry with specialised competencies crucial for industry demands and fostering a more inclusive and skilled workforce.
- We aim to cultivate skills and competencies essential for thriving within the filmmaking ecosystem, particularly among previously disadvantaged individuals, fostering inclusivity and enhancing employability.
- To develop targeted training programs that address scarce skills within the filmmaking industry with specialised competencies crucial for industry demands and fostering a more inclusive and skilled workforce

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
A transformed filmmaking ecosystem through Capacity Building, especially for previously disadvantaged individuals	Train and capacitate industry professionals with a focus on impactful training	Interns identified and placed in relevant industry institutions	11 were Interns placed	0	Place 35 interns	Place 35 interns per annum	Place 35 interns per annum	Place 35 interns per annum	Place 35 interns per annum
	Number of strategic relations established and maintained with production companies and SETAS	Establish and maintain strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	N/A	0	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees.	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees
Job creation for unemployed youth – COVID-19 intervention Refurbish and re-engineer the NFVF bursary	Number of jobs created for unemployed youth	Assist the Government in creating employment opportunities for the youth	N/A	12 youth appointed.	11 Youth appointed	Appoint 11 youth	Appoint 11 youth	Appoint 11 youth	Appoint 11 youth
	Number of bursaries awarded	Bursaries awarded to previously disadvantaged individuals	68 bursaries awarded	70 bursaries were awarded	Award 31 national bursaries	Award 26 bursaries	Award 25 bursaries	Award 25 bursaries	Award 25 bursaries

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
			scheme for superior sustainable results		in line with specific criteria.	Award 4 international bursaries	Award 4 international bursaries	Award 4 international bursaries	Award 4 international bursaries
Capacitate previously disadvantaged Training Providers	Number of training providers funded	Funding provided to qualifying Training providers that meet defined criteria.	3 Training companies were funded	3 Training initiatives funded.	3 Training initiatives funded.	3 Training initiatives funded.	4 Training initiatives funded.	3 Training initiatives funded.	3 Training initiatives funded.
Training interventions identified for previously disadvantaged filmmakers	Number of filmmakers participated in the SEDIBA programme	Reports indicating the number of filmmakers participating in the SEDIBA programmes	70 Filmmakers participated in Sediba	114 filmmakers participated in the Sediba Programme	60 Filmmakers participating in the Sediba programmes	45 Filmmakers participating in Sediba programmes.	45 Filmmakers participating in Sediba programmes	35 Filmmakers participating in Sediba programmes	30 Filmmakers participating in Sediba programmes
Expose students to the business of filmmaking – including mentoring and coaching to facilitate their transition into the industry	Number of students exposed to the business of filmmaking	Complete reports on the mentorship program	32 Students participated in the Mentorship Programme 6 Students participated at African Film Festival	6 Students participated in Mentorship programme	15 students participating in Mentorship programmes 5 Students participating at African Film Festivals	15 students participating in Mentorship programmes. 5 Students participating at African Film Festivals	15 students participating in Mentorship programmes.	10 students participating in Mentorship programmes. 5 Students participating at African Film Festivals	10 students participating in Mentorship programmes. 5 Students participating at African Film Festivals

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23		2023/24	2024/25	2025/26
			Learners to participate in schools programme	Number of learners to participate in school's programme	To expose school learners to diverse career opportunities within the filmmaking industry	N/A	N/A	N/A	125 grade 11 learners participate in school programme

2.3 Programme Three: Compliance, Policy Support and Research

We provide Policy support to understand, enable and promote the SA film Industry:

- Coordinate policy development for the industry with key stakeholders
- Provide research to enable the connection between content and audiences

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23		2023/24	2024/25	2025/26

Relevant industry data that reflects insights based on industry demand.	Conduct one industry research workshop to ascertain the demand of research required by industry stakeholders	1 Industry Research Workshop	N/A	N/A	N/A	1 Industry Research Workshop	1 Industry Research Workshop	1 Industry Research Workshop	1 Industry Research Workshop
Monitoring and record-keeping of industry statistics, including funding models	Completed policies shared with the industry and available on content platforms	Conduct and disseminate 4 research projects on the SA film industry per annum	4 Industry Research Reports were conducted and disseminated	2 Industry reports and 1 Research report were conducted	4 Research Programmes conducted.	2 research reports	1 industry report. 2 research reports	2 industry reports. 2 research reports	2 industry reports. 2 research reports
Agile policies are developed to enhance a compliance culture and enable content creators	Number of policies developed and reviewed to enhance a compliance culture	Conduct and disseminate research projects on the South African creative media industry per annum to track the performance of NFVF programmes	2 Policy Manuals were developed	6 policy manuals were developed and reviewed	3 policy manuals reviewed per annum.	Review of 2 policy manuals	Review of 1 policy manual	Review of 2 policy manuals	Review of 1 policy manuals
	Number of policy workshops held	Implement the NFVF policies to ensure compliance with relevant legislation	Conducted 2 Policy Workshops for staff	4 policy workshops conducted	2 policy workshops for staff	2 internal policy workshops for staff	2 internal policy workshops for staff	2 internal policy workshops for staff	2 internal policy workshops for staff
	Number of quarterly policy monitoring	Implement the NFVF policies to ensure	4 quarterly policy monitoring reports	4 quarterly policy monitoring reports	Produce 4 quarterly policy	Produce 4 quarterly policy monitoring	Produce 4 quarterly policy monitoring reports	Produce 4 quarterly policy monitoring	Produce 4 quarterly policy monitoring

	reports issued	compliance with relevant legislation:	were prepared	were prepared	monitoring reports	reports		reports	reports
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2.4 Programme Three: Marketing, Communications, Distribution and Partnerships

We provide Marketing, Communications, Distribution and Partnerships support to understand, enable, and promote the SA film Industry:

- Promote the film and video industry locally, continentally, and internationally.
- Coordinate policy development for the industry with key stakeholders

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Strategic positioning of the NFVF and deliberate empowerment of industry practitioners at strategically identified glocal festivals aligned to the NFVF mandate	Strategic support for festivals that meet set criteria	Post-festival reports that will inform the awarding of grants on an annual basis	16 Festival Grants were awarded to National Festivals	N/A	Award 9 National grants	14 Grants awarded to National Festivals	14 Grants awarded to National Festivals	14 Grants awarded to National Festivals	14 Grants awarded to National Festivals
Strategic positioning of the NFVF and deliberate empowerment of industry practitioners at strategically identified	Number of activations held	Complete post-participation reports on	Activated at 8 National Festivals	N/A	Participate at 12 National Festivals	Participate at 13 National Festivals	Participate at 12 National Festivals	Participate at 12 National Festivals	Participate at 12 National Festivals
	Programme for the DSAC activation	Post Activation Report	Activated 2 DAC activation	N/A	2 DSAC Activation	2 DSAC Activations	2 DSAC Activations	2 DSAC Activations	2 DSAC Activations

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
glocal festivals aligned to the NFVF mandate									
South African content creators supported to showcase their work at markets and festivals	Number of SA Filmmakers/content creators supported to showcase their work markets and festivals	Post-travel reports	105 Filmmakers received funding to attend Markets and Film Festivals	Funded 50 Filmmakers to attend Markets and Film Festivals	Fund 60 Filmmakers p.a to attend Markets and Film Festivals	Fund 20 Filmmakers to attend Markets and Film Festivals	Fund 60 Filmmakers to attend Markets and Film Festivals	Fund 60 Filmmakers to attend Markets and Film Festivals	Fund 60 Filmmakers to attend Markets and Film Festivals
	Position the NFVF and the SA Film Industry through international activations	Post travel reports	Activate at 6 International Festivals Activated at 3 Africa Focus Festivals	Activated at 4 virtual International Festivals.	Participate at 4 International festivals.	Participated at 4 International Festivals and Markets	Participate at 4 International Festivals and Market	Participate at 4 International Festivals and Markets	Participate at 4 International Festivals and Markets
			0	0	0	Participate at 3 African focus Festivals and Markets	Participate at 1 African Focus Festivals	Participate at 1 African Focus Festivals and Markets	Participate at 1 African Focus Festivals and Markets
0	0	0	Participate at 2 new strategic risks	Participate at 1 new strategic market	Participate at 1 new strategic market	Participate at 1 new strategic market	Participate at 1 new strategic market		

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
					Local Brand Positioning/Activations to promote the NFVF and SA Film Industry	16 brand activations were conducted	23 Brand Activations were implemented	4 Brand Activation per annum	16 Brand activations
To ensure recognition of stakeholders in the SA Film and Video Industry.	The SAFTAs are efficiently and effectively planned and executed annually	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully
Strategic support for creative media events (festivals) and in-person, virtual, or hybrid public screenings that meet set criteria and promote South African content	Support Content Screening Initiatives Annually	Support Content Screening Initiatives Annually	N/A	29 Grants awarded to Public Screenings to promote SA content	Award 6 Public screenings grant	9 Grants awarded to public Screenings per annum	10 Grants awarded to public Screenings per annum	11 Grants awarded to public Screenings per annum	12 Grants awarded to public Screenings per annum
Strategic Support for the film industry on gender,	Number of panel discussions held	Host Panel discussion and/or educational workshops -	N/A	N/A	To conduct 2 panel discussions for	1 panel discussion and/or educational workshop on	2 panel discussions and/or educational	2 panel discussions and/or educational workshops on	2 panel discussions and/or educational workshops

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
equality, and diversity		gender, GBVF-related issues, equality, and diversity			filmmakers on gender equality and diversity	gender, GBVF-related issues equality, and diversity	workshops on gender, GBVF-related issues, equality, and diversity	gender, GBVF-related issues equality, and diversity	on gender, GBVF-related issues equality, and diversity
Manage, promote and engage industry glocally	Number of industry engagements	Industry engagement sessions and initiatives	N/A	N/A	N/A	N/A	3 industry engagement sessions and initiatives	3 industry engagement sessions and initiatives	3 industry engagement sessions and initiatives
Manage and engage stakeholders regularly	Number of quarterly stakeholder engagements	Stakeholder Relations management (Internal and External)	16 Stakeholder Engagements were held during the financial year	24 Stakeholder Engagements were held during the financial year	16 Stakeholder Engagement sessions per annum (Including Provincial Depts)	30 Stakeholder Engagements (Including Provincial Depts)	25 Stakeholder Engagements (Including Provincial Depts)	25 Stakeholder Engagements (Including Provincial Depts)	25 Stakeholder Engagements (Including Provincial Depts)
Establish and facilitate strategic relationships with glocal markets; promote the creative media industry by awarding marketing and distribution grants for content	Number of Marketing and Distribution grants awarded	Award marketing distribution grants partnerships	13 Marketing and Distribution grants were awarded	Awarded 15 Marketing and Distribution Grants	9 Marketing Distribution grants	9 Marketing and Distribution grants awarded.	9 Marketing and Distribution grants awarded.	9 Marketing and Distribution grants awarded.	9 Marketing and Distribution grants awarded.

Outcomes	Outputs	Output Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
			creation and experiential projects						
Partnerships established to provide technical, funding, and other support to NFVF programmes	Number of partners identified and vetted for mutually beneficial considerations	Ratified agreements	N/A	Identified 8 partners and signed agreements	2 Partnership Agreements maintained and signed	5 Partnership Agreements maintained and signed	5 Partnership Agreements maintained and signed	5 Partnership Agreements maintained and signed	5 Partnership Agreements maintained and signed
Establish and maintain strategic partnerships with distribution platforms	The NFVF enables the distribution of its content	Initiate strategic partnerships with distribution platforms	N/A	N/A	N/A	Initiate 1 strategic partnerships with distribution platforms	Initiate 1 strategic partnerships with distribution platforms	Initiate 1 strategic partnerships with distribution platforms	Initiate 1 strategic partnerships with distribution platforms

2.5 Programme Five: The NFVF - Entity Administration

The NFVF is a coherent, accountable organisation that achieves its mandate through:

- Excellent corporate governance and leadership
- A culture of high-performance culture
- Competent people
- Effective structure
- Efficient systems
- Creating a recognized and respected brand

Outcome	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
To ensure coherence and accountability towards achieving organisational mandate.	Complete and accurate management reports	Submit Quarterly reports to Council, DSAC, and Treasury	4 Quarterly Reports were submitted to the DAC, National Treasury, and Council	4 Quarterly Reports were submitted to the DAC, National Treasury, and Council	4 Quarterly reporting to Council, DSAC, and Treasury Prepare 12 monthly and 4 Quarterly Management Accounts	DSAC/Treasury Reports submitted quarterly. Complete accurate Monthly and Quarterly Management Accounts	DSAC/Treasury Reports submitted quarterly. Complete accurate Monthly and Quarterly Management Accounts	DSAC/Treasury Reports submitted quarterly. Complete accurate Monthly and Quarterly Management Accounts	DSAC/Treasury Reports submitted quarterly. Complete accurate Monthly and Quarterly Management Accounts
	Complete fairly presentable financial statements	Obtain an Unqualified audit opinion	Unqualified Audit Opinion	Qualified Audit Opinion	Unqualified audit opinion on the 2021/22 AFS	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion
	Complete accurate Supply Chain management reports on compliance	Compliance to supply chain management processes.	N/A	4 quarterly reports on Supply Chain Management submitted	Submission of quarterly reports on Supply Chain Management confirming compliance to regulations and SCM policy with a 100% compliance	100% compliance with SCM regulations and policy.	Submission of quarterly reports on Supply Chain Management confirming 100% compliance to regulations and SCM policy. The acceptable failure rate on compliance must be between 85%- 90%.	Submission of quarterly reports on Supply Chain Management confirming 100% compliance to regulations and SCM policy. The acceptable failure rate on compliance must be between	Submission of quarterly reports on Supply Chain Management confirming 100% compliance to regulations and SCM policy. The acceptable failure rate on compliance must be between 85%- 90%.

Outcome	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
								85%- 90%.	
	Effective management of SLAs and infringement reports. IT Report on the stability of the ICT infrastructure, supported by ICT Policies	Effective ICT security measures and policies supported by up-to-date infrastructure. End-user feedback mechanism	N/A	4 Quarterly ICT Reports including SLA infringement and incident reports were submitted	4 ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate	Quarterly ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate.	Quarterly ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate.	Quarterly ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate.	Quarterly ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate.
	Updated Risk Register based on continual identification and assessment of risks	Effectively managed risk register	Risk assessment workshop was conducted	Risk assessment workshop was conducted	Conduct 1 annual risk assessment workshop	Conduct an annual risk assessment workshop, and submit an updated risk register on a quarterly basis.	Conduct an annual risk assessment workshop, update the risk register and quarterly risk management reports	Conduct an annual risk assessment workshop, update the risk register and quarterly risk management reports	Conduct an annual risk assessment workshop, update the risk register and quarterly risk management reports
	Internal Audit Progress Report	Implementation of three three-year rolling internal audit plan based on the outcome of the risk assessment	4 Internal Audits were completed	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan	100% implementation of the approved internal audit plan for the 2023/24 financial year.	100% implementation of the approved internal audit plan 2024/25 financial year.	100% implementation of the approved internal audit plan 2025/26 financial year	100% implementation of the approved internal audit plan 2026/27 financial year

Outcome	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Effectively Managed Performance management system focused on KPAs	Signed and completed performance contracts	PMS was fully implemented	PMS was fully implemented	Biannual Performance reviews will be conducted and contract to be signed.	Implement an effective Performance Management System	Implement an effective Performance Management System	Implement an effective Performance Management System	Implement an effective Performance Management System
	Capacitated and empowered 45 employees with skills knowledge to assist with service delivery	Training Interventions completed	14 staff were trained	N/A	15 staff to be capacitated and empowered.	Training of 15 staff members	Training of 15 staff members	Training of 15 staff members	Training of 15 staff members
	Capacitate NFVF leadership at different levels with programmes aimed at effective management to effectively manage service delivery	Leadership/Management Development Programme	N/A	N/A	N/A	Capacitate 2 employees through a Management/Leadership Development Programme	Capacitate 1 employee through a Management/Leadership Development Programme	Capacitate 1 employee through a Management/Leadership Development Programme	Capacitate 3 employee through a Management/Leadership Development Programme

Outcome	Outputs	Indicator(s)	Audited Performance			Estimated Performance	MTEF Target		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Organisational Culture Transformation aligned to NFVF values		N/A	N/A	N/A	1 Culture Intervention session	1 Culture Intervention session	1 Culture Intervention session	1 Culture Intervention session
	Employee Engagement Effectively managed Employee Wellness Programmes	Reports on employee engagement surveys Reports on Employee wellness use and its effectiveness	2 employee engagements implemented. 2 employee wellness conducted	2 employee engagements implemented. 2 employee wellness conducted	To conduct 2 employee wellness engagements 2 employee engagements	2 employee engagement 2 employee wellness	2 employee engagement 2 employee wellness	2 employee engagement 2 employee wellness	2 employee engagement 2 employee wellness engagements

2. Outcomes and performance indicators: Annual and Quarterly Targets

2.1 Quarterly Targets for 2024/25

Programme 1: Content Development						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To provide funding for content development: Commercially viable South African content development opportunities are identified and funded by the NFVF	Target the number of projects funded in development of South African content	27 projects funded in development	No target in this quarter.	27 projects funded in development	No target in this quarter.	No target in this quarter.
	Target the number of projects funded in development of South African content	4 animation projects funded in development	No target in this quarter.	4 animation projects funded in development	No target in this quarter.	No target in this quarter.
	Coproduction programmes- development projects	Fund 4 co-development Project	No target in this quarter.	No target in this quarter.	4 co-development projects funded	No target in this quarter.
	Target the number of projects supported in the production of South African content	22 projects funded in production	No target in this quarter.	22 Annually track progress quarterly	No target in this quarter.	No target in this quarter.
	Target the number of projects supported in the production of South African content	4 animation projects funded in Production	No target in this quarter.	4 Annually track progress quarterly	No target in this quarter.	No target in this quarter.
	Host road show programmes	Host 2 roadshows programmes	N No target in this quarter	Host 1 roadshow programmes	Host 1 roadshow programmes	No target in this quarter

Programme 1: Content Development						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Content development opportunities that enable social cohesion, nation-building, and transformation are identified and supported with funding	Number of projects funded in development and projects in production that address historical imbalances and transformation	Fund 3 rd year Female Filmmaker Project	No target in this quarter	No target in this quarter	No target in this quarter	Fund 3 rd year Female Filmmaker Project
		Fund 3 rd year Youth Filmmaker Project	No target in this quarter	No target in this quarter	No target in this quarter	Fund 3 rd year Youth Filmmaker Project
		Fund 1 st year Fiction Slate	No target in this quarter	No target in this quarter	No target in this quarter	Fund 1st year Fiction Slate
		Fund 2 nd year Animation Slate	No target in this quarter	No target in this quarter	No target in this quarter	Fund 2nd year Animation Slate
		Fund 3 rd year Documentary Slate	No target in this quarter	No target in this quarter	No target in this quarter	Fund 3rd year Documentary Slate
		Support Persons with Disability Initiative	No target in this quarter	No target in this quarter	No target in this quarter	Support Persons with Disability Initiative
Support growth of industry led initiatives that boost the quality of content across value chain.	Capacity building in the film industry	Fund 2 industry-initiated labs	No target in this quarter	Fund 1 industry-initiated labs	No target in this quarter	Fund 1 industry-initiated labs

Programme 2: Skills Development						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A transformed filmmaking ecosystem through capacity-building, especially for previously disadvantaged individuals	Identify and place interns in relevant industry institutions	35 Interns	No target in this quarter	No target in this quarter	35 Interns	No target in this quarter
Establish and maintain strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	Forge commitment and maintain 3 strategic relationships with production companies and SETA's towards the absorption of bursary holders and trainees	Establish and maintain 3 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees	No target this quarter.	Establish and maintain 1 strategic relationships with production companies and SETA's towards the absorption of bursary holders and trainees	Establish and maintain 1 strategic relationships with production companies and SETA's towards the absorption of bursary holders and trainees	Establish and maintain 1 strategic relationships with production companies and SETAs toward the absorption of bursary holders and trainees
Refurbish and re-engineer the NFVF bursary scheme for superior sustainable results	Bursaries awarded to previously disadvantaged individuals in line with specific criteria	Award 25 national bursaries and 4 international bursaries	No target in this quarter	Award 4 international bursaries	Award 25 national bursaries	No target in this quarter
Job creation for unemployed youth – COVID-19 intervention	Assist the government in creating employment opportunities for unemployed youth –	11 Youth appointed	11 Coordinators	No target in this quarter	No target in this quarter	No target in this quarter

Programme 2: Skills Development						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	COVID-19 intervention					
Capacitate previously disadvantaged training providers	Provide funding to qualifying training providers that meet defined criteria	3 Training initiatives funded	2 Training initiatives funded	1 Training initiatives funded	No target in this quarter	No target in this quarter
Training interventions for previously disadvantaged filmmakers	Reports indicating the number of filmmakers participating in the SEDIBA programmes	40 Filmmakers participating in the Sediba programmes	20 Filmmakers participating in the Sediba programmes per quarter	No target in this quarter	20 Filmmakers participating in the Sediba programmes per quarter	No target in this quarter
Learners to participate in schools' programme.	To expose school learners to diverse career opportunities within the filmmaking industry	75 grade 11 learners participate in school programme from 5 Provinces	No target in this quarter	75 grade 11 learners participate in school programme	No target in this quarter	No target in this quarter

Programme 3: Compliance, Policy Support, and Research						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Relevant industry data that reflects	1 Industry Research	1 Industry Research	No target in this quarter	No target in this quarter	1 Industry Research	No target in this quarter

Programme 3: Compliance, Policy Support, and Research

Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
insights based on industry demand.	Workshop	Workshop			Workshop	
Monitoring and record-keeping of industry statistics, including funding models. Continue with relevant research such as economic impact studies, audience, skills	Conduct and disseminate 4 research projects on the SA film industry per annum	1 industry report. 2 research reports	No target in this quarter	No target in this quarter	1 industry report.	2 research reports
Agile policies are developed to enhance a compliance culture and enable content creators	Conduct and disseminate research projects on the South African creative media industry per annum to track the performance of NFVF programmes	Review of 2 policy manuals	No target in this quarter	No target in this quarter	No target in this quarter	Review of 2 policy manual
	Implement the NFVF policies to ensure compliance with relevant legislation	2 internal policy workshops for staff	No target in this quarter	No target in this quarter	1 internal policy workshop for staff	1 internal policy workshop for staff
		Produce 4 quarterly policy monitoring reports	1 quarterly policy monitoring report	1 quarterly policy monitoring report	1 quarterly policy monitoring report	1 quarterly policy monitoring report

Programme 4: Marketing, Communications, Distribution and Partnerships

Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Strategic positioning of the NFVF and deliberate empowerment of industry practitioners at strategically identified global festivals aligned to the NFVF mandate	Post-festival reports that will inform the awarding of grants on an annual basis	14 Grants awarded to National Festivals	6 Grants awarded to National Festivals	4 Grants awarded to National Festivals	2 Grants awarded to National Festivals	2 Grants awarded to National Festivals
Strategic positioning of the NFVF and deliberate empowerment of industry practitioners at strategically identified global festivals aligned to the NFVF mandate	Complete post-participation reports on	Participate at 12 National Festivals	Participate at 4 National Festivals	Participate at 5 National Festivals	Participate at 2 National Festivals	Participate at 1 National Festival
	Post Activation Report	2 DSAC Activations	No target in this quarter	1 DSAC Activation	No target in this quarter	1 DSAC Activation
South African content creators supported to showcase their work at markets and festivals	Post-travel reports	Fund 60 Filmmakers to attend Markets and Film Festivals	Fund 30 Filmmakers to attend Markets and Film Festivals	Fund 10 Filmmakers to attend Markets and Film Festivals	Fund 10 Filmmakers to attend Markets and Film Festivals	Fund 10 Filmmakers to attend Markets and Film Festivals
	Post travel reports	Participate at 6 international festivals.	Participated at 1 international Festivals and Markets	Participate at 1 International Festivals and Market	Participate at 4 International Festivals and Markets	No target for this quarter
		Participate at 2 African focus Festivals and Markets	No target in this quarter	No target in this quarter	Participate at 2 African Focus Festivals and Markets	No target in this quarter

		Participate at 1 new strategic market	No target in this quarter	No target in this quarter	Participate at 1 new strategic market	No target in this quarter
	Local Brand Positioning/Activations to promote the NFVF and SA Film Industry	20 Brand Activation per annum	5 Brand activations	5 Brand activations	5 Brand activations	5 Brand activations
To ensure recognition of stakeholders in the SA Film and Video Industry.	Impact Centric and Industry Validating awards planned and hosted successfully	Impact Centric and Industry Validating awards planned and hosted successfully	No target in this quarter	Impact Centric and Industry Validating awards planned and hosted successfully	No target in this quarter	No target in this quarter
Strategic support for creative media events (festivals) and in-person, virtual, or hybrid public screenings that meet set criteria and promote South African content	Support Content Screening Initiatives Annually	10 Grants awarded to public Screenings per annum	No target in this quarter	5 Grants awarded to public Screenings per annum	5 Grants awarded to public Screenings per annum	No target in this quarter
Strategic Support for the film industry on gender, equality, and diversity	Host Panel discussion and/or educational workshops - gender, GBVF-related issues, equality, and diversity	2 panel discussions and/or educational workshops on gender, GBVF-related issues, equality, and diversity	No target in this quarter	1 panel discussions and/or educational workshops on gender, GBVF-related issues, equality, and diversity	1 panel discussions and/or educational workshops on gender, GBVF-related issues, equality, and diversity	No target in this quarter
Manage, promote and engage industry globally	Industry engagement sessions and initiatives	3 industry engagement sessions and initiatives	No target in this quarter	1 industry engagement sessions and initiatives	2 industry engagement sessions and initiatives	No target in this quarter
Manage and engage stakeholders regularly	Stakeholder Relations management (Internal and External)	25 Stakeholder Engagement sessions per annum (Including Provincial	5 Stakeholder Engagements (Including Provincial Depts)	7 Stakeholder Engagements (Including Provincial Depts)	7 Stakeholder Engagements (Including Provincial Depts)	6 Stakeholder Engagements (Including Provincial Depts)

		Depts)				
Establish and facilitate strategic relationships with glocal markets; promote the creative media industry by awarding marketing and distribution grants for content creation and experiential projects	Award marketing distribution grants partnerships	9 Marketing Distribution grants	2 Marketing and Distribution grants awarded.	3 Marketing and Distribution grants awarded.	3 Marketing and Distribution grants awarded.	1 Marketing and Distribution grants awarded.
Partnerships established to provide technical, funding, and other support to NFVF programmes	Ratified agreements	5 Partnership Agreements maintained and signed	No target in this quarter	2 Partnership Agreements maintained and signed	2 Partnership Agreements maintained and signed	1 Partnership Agreements maintained and signed
Establish and maintain strategic partnerships with distribution platforms	Initiate strategic partnerships with distribution platforms	Initiate 1 strategic partnerships with distribution platforms	No target in this quarter	No target in this quarter	Initiate 1 strategic partnerships with distribution platforms	No target in this quarter

Programme 5: The NFVF						
Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
The NFVF is a coherent, accountable organisation that achieves its mandate: entity administration	Submit Quarterly reports to Council, DSAC, and Treasury	4 DSAC/Treasury Report and accurate quarterly management accounts submitted per quarter	Quarterly Performance report and quarterly Management Accounts submission	Quarterly Performance report and quarterly Management Accounts submission	Quarterly Performance report and quarterly Management Accounts submission	Quarterly Performance report and quarterly Management Accounts submission
	Obtain an Unqualified audit opinion	12 Monthly and 4 quarterly management accounts	3 (April - June) Prepare Monthly and quarterly	3 (July - Sept) Prepare Monthly and	3 (Oct - Dec) Prepare Monthly and quarterly	3 (Jan – March) Prepare Monthly and

Programme 5: The NFVF

Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			Management Accounts	quarterly Management Accounts	Management Accounts	quarterly Management Account
		Unqualified audit opinion	Prepare and Submit compliant Annual Financial Statements by 31 May	Table the audited Annual Financial Statements for approval by Council by 31 July	No target in this quarter	Prepare for Year-End Processes
	Updated Annual Risk Register	Conduct 1 annual risk assessment workshop	Submit an updated risk register quarterly	Submit an updated risk register quarterly	Submit an updated risk register quarterly	Conduct an annual risk assessment workshop
	Conduct Internal audit as per approved plan, but at least four annually	100% implementation of the approved internal audit plan	Implement 25% of the approved internal audit plan	Implement 25% of the approved internal audit plan	Implement 25% of the approved internal audit plan	Implement 25% of the approved internal audit plan
Effective ICT which mitigates ICT risks	Effective ICT security measures and policies supported by up-to-date infrastructure. End-user feedback mechanism	4 ICT Reports including SLA infringement and incident reports with a target of 100% SLA compliance and up to 85% acceptable failure rate.	Submit 1 Quarterly ICT Reports including SLA infringement and incident reports with a	Submit 1 Quarterly ICT Reports including SLA infringement and incident reports with a	Submit 1 Quarterly ICT Reports including SLA infringement and incident reports with a	Submit 1 Quarterly ICT Reports including SLA infringement and incident reports with a

Programme 5: The NFVF

Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
			target of 100% SLA compliance	target of 100% SLA	target of 100% SLA compliance	target of 100% SLA compliance
Effective Supply Management Chain processes which mitigate risks	100% compliance with SCM prescripts.	Submission of quarterly reports on Supply Chain Management confirming compliance to regulations and SCM policy. With a 100% compliance	Submit quarterly report in compliance with Supply Chain Management legislation	Submit quarterly report in compliance with Supply Chain Management legislation	Submit quarterly report in compliance with Supply Chain Management legislation	Submit quarterly report in compliance with Supply Chain Management legislation
	Measure and align all employee performance to service delivery	Implementation of Performance Management System annually	Performance contracts signed	First Bi-annual performance review	No target in this quarter	Final Bi-annual performance review
	Number of interventions to capacitate and empower employees with relevant skills and knowledge to assist with service delivery	15 staff to be capacitated and empowered	Submit Workplace Skills Plan	No target in this quarter	No target in this quarter	15 employees to be capacitated and empowered
Capacitate NFVF leadership at different levels with programmes aimed at effective management to	Leadership/Management Development Programme	Capacitate 1 employees through a Management/Leadership Development Programme	No target in this quarter	No target in this quarter	No target in this quarter	1 employee to be capacitated

Programme 5: The NFVF

Outcomes	Performance indicators	Annual Target 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
effectively manage service delivery						
To transform the culture of the NFVF and align it to NFVF values	Organisational Culture Transformation aligned to NFVF values	At least 1 Culture Intervention programme	No target in this quarter	No target in this quarter	No target in this quarter	1 Culture Intervention
Employee engagements and employee wellness	Employee engagement	2 Engagements	No target in this quarter	At least 1 employee engagement	No target in this quarter	At least 1 employee engagement
	Employee Wellness	2 Engagements	At least 1 employee wellness engagement	No target in this quarter	At least 1 employee wellness engagement	No target in this quarter

3. Explanation of planned performance over the medium-term period

The NFVF will achieve its mandate and the planned performance over Medium Term through carefully crafted and harnessed mutually beneficial partnerships with other government departments, provincial structures like film commissions as well as other public entities. Particular emphasis will be placed on women and young people entering the industry, and to nurturing those already in the industry to secure their longevity. The NFVF will supply much needed support to aid their skills and experience in the industry, especially through the NFVF slate programme and the Emerging Black Filmmaker's fund.

4. Programme Resource Considerations

BUDGET SYNOPSIS

Revenue

The NFVF derives the biggest bulk of its revenue from grant allocations from the DSAC. Other income is generated through sponsorships which it has with its different stakeholders in the industry, and it also generate income from the interest earned in its call account. Due to the budget cuts imposed by the DSAC, the revenue for 2024/25 has been decreased to R147,1million with interest income estimated at R5,4 million taking the total revenue amount to R152,5million

Expenditure

In terms of the NFVF Act, 75% (R114,4 million) of the total budget allocation should be allocated for the core work of the entity, leaving 25% (R38 million) to cover the operational costs. The table below reflects how the 2024/25 expenditure is split:

Strategic Objective	Audited / Actual Performance R'000			Estimated Performance R'000	Medium-Term targets R'000		
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	R'000	R'000	R'000	R'000	R'000	R'000	R'000

Administration	48 816	48 886	49 747	43 247	38 257	47 035	48 998
Training, skills, research and policy development	10 524	11 901	14 826	18 334	16 689	17 555	18 447
Content Development and Co-Production	94 557	132 660	230 278	74 920	50 066	66 128	69 168
Public engagement	14 592	26 267	33 309	26 270	47 559	29 333	30 837
	168 489	142 670	328 160	162 771	152 571	160 051	167 450

5. Updated key risks and mitigation from the SP

Outcomes	Key risks	Risk Mitigations
Reduction in complaints	Failure to meet shareholder expectations. Failure to meet industry expectations. Failure to meet shareholder expectation	Implement SLA with DSAC Strategic engagement with government stakeholders Dedicated stakeholder management resource CEO stakeholder engagement
Strong internal controls	Inadequate corporate governance	Annual review of policies and procedures and corporate governance manual Ensuring that appropriate governance structures are in place. Monitoring the performance of the governance structures
No mismanagement and strong internal controls	Fraud and corruption	Fraud prevention plan implemented. Implement Conflict of interest policy Financial disclosure forms used. Consequence management

Increase support to the film industry stakeholders	Inadequate capacity to support the South African Film and Video industry	Advocate for an increase in the funding allocation from the DSAC Leverage with partners for funding Careful budgeting, planning, and Policy implementation. Regular and rigorous monitoring of expenditure Training and other skills development interventions for staff
Secured IT system and effective IT systems	Poor Information Technology Governance	IT governance security IT Policy in place Monitoring system ensuring that it is “fit for purpose”
Productive team	Inadequate Human Resources	Implementation and monitoring of Human Resource policies. Implement the performance management system
Compliance with APP targets and HR Policy on performance evaluation.	Inadequate employee and organisational performance	Monitoring and evaluation through Strategic and Annual Performance Plan, Monthly and quarterly performance reports, An annual performance review

6. Public entities

Not applicable – Applies to departments only.

7. Infrastructure projects

Not applicable – Applies to departments only.

8. Public-private partnerships

Not applicable – Applies to departments only.

9. TECHNICAL INDICATORS

Development and Production of Content

1. SOUTH AFRICAN CONTENT PROJECTS FUNDED

Indicator title	Number of funded South African content in the development and production phase
Short definition	An increase in the quality, professional standard, and marketability of South African films and video projects funded by the NFVF
Purpose/Importance	An increase in the number of South African films produced ensures the creation of a more competitive and sustainable industry. It would also have a direct and positive impact on audience development.
Source/collection of data	Grant Funding system (PTS), Funding Agreements
Method of calculation	Simple count
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	3 Cycles – currently Q2, Q3, Q4
New indicator	None
Desired performance	A return on investment on films produced for both investors and producers, so that the industry continues to be economically viable.
Indicator responsibility	Head of Industry Development and Promotions

2. FUNDING DISADVANTAGED INDIVIDUALS TO ADDRESS TRANSFORMATION

Indicator title	Number of projects funded in the development & and production phase that are targeted at upskilling and transforming the industry
Short definition	An increase in the number of disadvantaged persons awarded NFVF funding.
Purpose/Importance	To create competent, professional, and independent members of the film and video community that are able to contribute to the industry and economy.
Source/collection of data	Grant Funding system (PTS), Funding Agreements
Method of calculation	Follow Up and trace individual progress
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly, special projects awarded every 3-year cycle
New indicator	None
Desired performance	An increase in the number of graduates from this programme participating in the film industry in HOD roles.
Indicator responsibility	Head of Industry Development and Promotions

TRAINING AND DEVELOPMENT

3. BURSARY FUNDING

Indicator title	Number of students provided bursaries to fund different levels of training
Short definition	Provide bursaries to students studying at tertiary institutions to obtain a filmmaking degree/certificate/diploma
Purpose/Importance	Ensure disadvantaged youth are properly educated, thereby enabling them to take better advantage of opportunities to work in, and contribute to the success of the film and video industry
Source/collection of data	Grant Funding system (PTS)
Method of calculation	Number of bursaries approved at Council meetings
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More graduates of this programme acquire permanent or consistent employment.
Indicator responsibility	Head: Production and Development

4. INDICATOR DESCRIPTION – INTERNSHIP

Indicator title	Number of graduates participating in internship to get an opportunity to gain workplace experience
Short definition	A program aimed to give graduates experiential learning.
Purpose/Importance	To give graduates an opportunity to gain workplace experience as a stepping-stone towards gainful employment in the film and video industry.
Source/collection of data	Grant funding systems.
Method of calculation	Number of interns in the programme actually employed in the industry as a result of the experience gained whilst a part of this programme.
Data limitations	None.
Type of indicator	Outcome that has an impact on economy and unemployment.
Calculation type	Non-cumulative
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Low attrition rates.
Indicator responsibility	Head: Industry Development

Indicator title	Number of funded specialists to up skilled in their area of profession through the support of programmes
Short definition	Scriptwriting and Producing Programmes
Purpose/Importance	Up-skill predominately disadvantaged filmmakers in the field of screenwriting and the business of film.
Source/collection of data	Workshop attendance registers and mentor reports.
Method of calculation	Numbers of trained learners
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher targets of writers and producers.
Indicator responsibility	Head: Production and Development

Indicator title	Number of organisations supported with grants for their programs to offer training in specific gap areas
Short definition	Give grants to organisations that offer training in specific gap areas not offered at public institutions.
Purpose/Importance	Increase number of skilled disadvantaged filmmakers.

Source/collection of data	Grant Funding system, PTS
Method of calculation	Must be able to show that these persons go on to work in the film and video industry.
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Learners are skilled in that specific discipline.
Indicator responsibility	Head: Production and Development

5. MENTORSHIP AND SKILLS TRANSFER

Indicator title	Number of students mentored and exposed to the business of filmmaking including skills exchange programmes and exposure to film festivals
Short definition	One-on-one mentorship from industry professionals who agree to transfer skills to students.
Purpose/Importance	To fast-track knowledge transfer and work experience through <i>in-loco</i> situations.
Source/collection of data	Mentorship contracts
Method of calculation	Simple
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	One month after the return of the students from the particular festival or exchange.
New indicator	No
Desired performance	Students go on to be gainfully employed in the industry
Indicator responsibility	Head: Production and Development

6. SEDIBA FILMMAKERS SKILLS DEVELOPMENT

Indicator title	Number of filmmakers provided with industry skills
Short definition	The provision of screenwriting skills to writers in the film and video industry.
Purpose/Importance	The screenplay or script is the blueprint for a film and video project. Without it, nothing happens. This is the foundation of the industry, and the importance of quality writing cannot be overemphasized.

Source/collection of data	Workshop attendance registers and mentor reports.
Method of calculation	Number of scripts that go into production written by graduates of this programme
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Better screenplays and a higher conversion rate of screenplay to production.
Indicator responsibility	Head: Production and Development

CFO Office

7. FULL COMPLIANCE TO SUPPLY CHAIN MANAGEMENT PROCESSES

Indicator title	Number of supply chain management compliance reports submitted.
Short definition	NFVF is required in terms of the PFMA, PPPFA, and Treasury Regulations to have effective, competitive, and transparent procurement processes.
Purpose/Importance	To ensure compliance to the applicable legislation, which is the PFMA, PPPFA, Treasury Regulations, and practice note on SCM.
Source/collection of data	NFVF Policies, the Strategic Plan, APP, and NT Instruction Notes
Method of calculation	Analysis of compliance with legislations
Data limitations	None
Type of indicator	Outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Full compliance to the PFMA, PPPFA, Treasury Regulations, and other applicable legislation.
Indicator responsibility	SCM Manager and CFO

8. SUBMIT QUARTERLY REPORT TO COUNCIL, DSAC, AND NATIONAL TREASURY

Indicator Title	Number of reports submitted to Council, DSAC and Treasury
Short Term Definition	NFVF as section 3A entity is required to submit completed and accurate quarterly reports as required by the Council (e.g., management reports, budgets, financial reports), and other legislated submissions to DSAC and Treasury (e.g., ENE, Quarterly reports, AFS).
Purpose/Importance	To ensure compliance with PFMA, Treasury Regulations, and all other NFVF Policies and Procedures and to account on the entity's performance.
Source/Collection of Data	Accounting Systems – Sage, budget, and other financial inputs
Method of Calculation	Monthly and Quarterly
Data Limitations	Timely submissions from other departments of non-financial data
Type of Indicators	Output
Calculation Type	Cumulative
Reporting Cycle	Monthly, Quarterly, and Annually
New Indicator	No
Desired Performance	Accurate, complete reporting that provides an overview of financial performance and complies with applicable statutes.
Indicator Responsibility	Finance Manager and CFO

9. OBTAIN AN UNQUALIFIED AUDIT OPINION

Indicator Title	Reduction in the number of internal control weaknesses that impact targeted unqualified audit opinion.
Short Term Definition	NFVF as section 3A entity is required by PFMA to prepare Annual Financial Statements (AFS) for audit by AGSA will express opinions fair presentation of the AFS and ensure good governance, financial compliance, and internal controls. To continuously improve business processes
Purpose/Importance	To ensure compliance with PFMA, Treasury Regulations and submission of the AFS and half-year financial statements are important
Source/Collection of Data	Accounting Systems – Sage, financial inputs like invoices, contracts, or project reports
Method of Calculation	Annually
Data Limitations	Cooperation by departments that provide inputs
Type of Indicators	Output

Calculation Type	Cumulative
Reporting Cycle	Half Yearly and Annually
New Indicator	No
Desired Performance	Fairly presentable Annual Financial Statements
Indicator Responsibility	Finance Manager and CFO

10. RISK MANAGEMENT

Indicator title	Number of identified risks mitigated in the strategic risk register.
Short definition	NFVF is required in terms of the PFMA to have risk management activities and the risk register is part of the tool to manage and monitor risk.
Purpose/Importance	To ensure compliance with the PFMA, good corporate governance and have a tool to use to monitor mitigation of risk in NFVF.
Source/collection of data	NFVF Policies, the Strategic Plan, APP,
Method of calculation	Simple count and analysis of risk
Data limitations	None
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Mitigation of risk and effective risk management that will assist in improving internal controls and achieving strategic objectives.
Indicator responsibility	CFO

11. COORDINATION AND MANAGING AUDIT ACTIVITIES

Indicator title	Number of engagements held with the auditor for coordination and managing audit activities
Short definition	The NFVF as a public entity is required to have an internal audit function to review its internal controls and is subject to annual audits by the AGSA in terms of the PFMA. Management also

	has a legislated/regulatory responsibility to assist the auditors in executing their audit work until they complete the auditing.
Purpose/Importance	This indicator is important for compliance with the requirements of the PFMA and for review of the internal contracts.
Source/collection of data	Annual Financial Statements, NFVF Policies, Performance Information Report, APP, and other source documents.
Method of calculation	Analysis of the financial and performance information.
Data limitations	None
Type of indicator	Process supporting outcome
Calculation type	Non-cumulative
Reporting cycle	Annually and Quarterly
New indicator	No
Desired performance	Coordinated smooth running audit process and achieve unqualified audit opinion
Indicator responsibility	CFO

12. INFORMATION AND COMMUNICATION TECHNOLOGY THAT IS FIT FOR PURPOSE

Indicator title	Reduction in the control weakness incidents in the ICT department including reduction of IT risk that have been mitigated.
Short definition	ICT is the key to any institution for the implementation of its Strategic Objectives, the processing of transactions as well as archiving and security of data that is crucial to the entity.
Purpose/Importance	ICT is an enabler to the functioning of the entity for all its departments and for securing data of the entity.
Source/collection of data	IT Reports confirming reliability of the ICT infrastructure, ICT Policies, and ICT business contingency plans
Method of calculation	ICT Reports analysis and audit report
Data limitations	None
Type of indicator	Process supporting outcome
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No

Desired performance	Efficient and up-to-date ICT infrastructure
Indicator responsibility	IT Manager and CFO

13. RESEARCH CONDUCTED AND DISSEMINATED

Indicator Title	Number of studies conducted and disseminated research deliverables on the SA Film Industry
Short Definition	Conduct qualitative and quantitative research for the industry through research projects
Purpose/ Importance	Research informs policy and provides insight into the state of the film industry by highlighting the statistics, gaps, challenges, and opportunities. The research can also point to ways in which these can be addressed.
Source/ Collection of data	Film financiers, desktop research, interviews, industry stakeholders, research papers
Method of calculation	The impact that the research undertaken has on decisions made both in the NFVF and in the SA film and video industry as a whole.
Data Limitations	Delayed approval, lack of adequate information
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	conducted positive contribution to the manner in which the industry develops and moves forward towards transformation and a sustainable future
Indicator responsibility	Manager: Compliance and Research

14. POLICY REVIEW, DEVELOPMENT, AND IMPLEMENTATION

Indicator Title	Number of policies developed, reviewed, and implemented to ensure compliance with relevant legislation
Short Definition	Draft, update and ensure implementation of clear and consistent policies to ensure achievement of strategic objectives and enhance operational efficiency.
Purpose/ Importance	Develop and maintain policies which are in line with best practice and regulatory requirements
Source/ Collection of data	Legislation and regulations
Method of calculation	The achievement of operational efficiency
Data Limitations	Resource Limitations, Delays in input and approval
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Actual performance is desired as non-performance would mean that the organisation is not compliant with its regulatory requirements
Indicator responsibility	Manager: Compliance and Research

15. CONTRACT MANAGEMENT

Indicator Title	Number of contracts updated in the contract management system
Short Definition	Manage the organisational contract management system
Purpose/ Importance	Maintenance of an accurate contract register of all contracts that have been drafted, vetted, and concluded with beneficiaries, service providers, and strategic partners
Source/ Collection of data	Various contracts, service level agreements, memorandums of understanding, and cooperation agreements entered to by the organisation
Method of calculation	Efficiency of the system in terms of storing, retrieving, and archiving detailed data
Data Limitations	Late approval (internal and external)

Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No
Desired performance	100% compliance with the contract management system
Indicator responsibility	Manager: Compliance and Research

HUMAN RESOURCES

16. PERFORMANCE MANAGEMENT SYSTEM

Indicator title	Number of employees performance measured and aligned to service delivery
Short definition	A performance management tool is used to measure employee performance.
Purpose/Importance	Measures and assesses individual employee performance. Measures whether employees deliver on their key performance areas as defined in their performance contracts.
Source/collection of data	Performance contracts.
Method of calculation	Performance Scores.
Data limitations	Subjective measurement does not accommodate measuring personality attributes e.g., attitude.
Type of indicator	Efficiency.
Calculation type	Cumulative.
Reporting cycle	Bi-annually.
New indicator	No.
Desired performance	Higher performance always required for service delivery.
Indicator responsibility	Head: Human Resource

17. HUMAN RESOURCE DEVELOPMENT

Indicator title	Number of capacitated and empowered employees (based on training budget) with skills and knowledge to assist with service delivery
Short definition	Training provided to the identified employees as per their personal development plan and needs of the employee to help them in their operation.
Purpose/Importance	To capacitate and empower employees with the necessary skills and knowledge to assist with service delivery.
Source/collection of data	Personal Development Plans (PDP) and Performance Reviews.
Method of calculation	Workplace Skills Plan (WSP) and Annual Training Report (ATR).
Data limitations	None.
Type of indicator	Output.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	The more skills staff are equipped with, the greater the service delivery.
Indicator responsibility	Head: Human Resource

18. EMPLOYEE WELLNESS SUPPORT PROGRAM

Indicator title	Number of employee engagements and employee wellness
Short definition	Number of employee engagements and employee wellness offered in support of on health and well-being aspects that affect employees.
Purpose/Importance	To ensure that the organisation has a healthy workforce, reduced absenteeism, and stress, resulting in increased productivity.
Source/collection of data	Leave records and performance reviews.
Method of calculation	Number of days absent compared to previous financial year.
Data limitations	Non-disclosure.
Type of indicator	Impact.
Calculation type	Cumulative.
Reporting cycle	Quarterly.
New indicator	No.
Desired performance	Lower absenteeism due to ill-health leads to an increase in performance.
Indicator responsibility	Head: Human Resources

19. MONITORING AND EVALUATION

Indicator title	At least one monitoring and evaluation framework created
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Short definition	A monitoring framework is created and agreed
Purpose/Importance	Measure the impact and effectiveness of all the NFVF funding programmes. Regular monitoring and detailed reporting assists in the evaluation and effectiveness of the funded projects. Ensuring that the programmes are having the intended effect, that conditions are being adhered to, and that interventions, if necessary, are put in place timeously.
Source/collection of data	Project contracts, progress reports
Method of calculation	“One-on-one” interaction, reports and reviews, site visits
Data limitations	Not all projects happen as preschedule
Type of indicator	Efficiency
Calculation type	Cumulative
Reporting cycle	Half yearly
New indicator	No
Desired performance	To ensure that the funding and support provided by the NFVF is being utilised correctly, effectively and within regulations.
Indicator responsibility	Head: Operations

20. CO-PRODUCTIONS

Indicator title	Number of partnerships created in the Co-productions for SA producers.
Short definition	Create, promote, and enable partnerships between South African producers and producers from other countries. Certify films as “qualifying national films” under any official treaty signed by South Africa.
Purpose/Importance	To ensure that opportunities are created for South African filmmakers to co-produce with their international counterparts and films that are certified comply with the treaty requirements and South African films can be distributed internationally.
Source/collection of data	Application forms for advance and final ruling Application forms for certificates of nationality Co-production reports
Method of calculation	Number of partnerships created, and projects certified
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher number of certifications is desirable as more co-productions will

	contribute to the froth in the number of annual productions and jobs created locally
Indicator responsibility	Head: Operations

21. Local Activation

Indicator title	Number of local activations and promotional events to showcase SA film and content
Short definition	This involves the presentation of NFVF offerings at local festivals
Purpose/Importance	To position and strengthen the NFVF brand showcasing SA content
Source/collection of data	Activation report
Method of calculation	Review of report
Data limitations	No specific limitations
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and Quarterly
New indicator	No
Desired performance	To see an increase in demand for SA products and an increase in local audiences attending SA films
Indicator responsibility	Head: Marketing & Communications

22. International Activation

Indicator title	Number of events to position the NFVF and the SA Film Industry through international activations
Short definition	Film activations and NFVF Presence at International markets and festivals.
Purpose/Importance	Promote and position the NFVF and the SA Film Industry, and specifically South African film and video projects through international activations
Source/collection of data	Activation report
Method of calculation	The number of projects that gain international distribution at the markets and festivals attended, and the number of international producers that visit and work in SA as a result of market and festival activity.
Data limitations	No specific limitations
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and Quarterly
New indicator	No
Desired performance	More SA films in the international marketplace and more international producers working in SA
Indicator responsibility	Head: Marketing & Communications

23. Strategic Markets

Indicator title	Number of events attended to showcase SA content at strategic markets
Short definition	Finding new markets that are open to showcase SA content.
Purpose/Importance	Expand the marketplace and distribution footprint for SA filmmakers and content
Source/collection of data	Festival attendee report
Method of calculation	Sales of SA film and video content
Data limitations	No specific limitations
Type of indicator	Outcome and Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and bi-annual
New indicator	No
Desired performance	To expose SA content to foreign markets that have thus far been inaccessible to SA content producers
Indicator responsibility	Head: Marketing & Communications

24. Industry support and awareness initiatives

Indicator title	Number of programmes NFVF participated in to engage about its awareness initiatives.
Short definition	Promotion of NFVF programmes
Purpose/Importance	Create awareness and educate industry players about the NFVF funding opportunities and support programmes
Source/collection of data	Activation report
Method of calculation	Number of persons reached and aware of the NFVF programmes
Data limitations	No specific limitations
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and bi-annually
New indicator	No
Desired performance	That every member of the SA film and video industry knows about the NFVF and understands its mandate, how they support filmmakers, and how individuals are able to access the NFVF programmes.
Indicator responsibility	Head: Marketing & Communications

25. Position SA Filmmakers

Indicator title	Number of festivals attended to position SA Filmmakers at different
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	film markets
Short definition	Assisting SA film and video producers to exhibit their content at local and international markets and festivals.
Purpose/Importance	For SA Filmmakers to showcase their work at markets and festivals
Source/collection of data	Activation report
Method of calculation	Review of report
Data limitations	No specific limitations
Type of indicator	Outcome and Impact
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sales. Invitations to festivals.
Indicator responsibility	Head: Marketing & Communications

MARKETING AND COMMUNICATION

Indicator title	Number of grants awarded for hosting festivals for local and international activations
Short definition	Awarding Festival Hosting grants. Festivals help to promote local content. Facilitate Networking for producers as well as aid audience development efforts.
Purpose/Importance	To provide grants to enable local film festivals to take place
Source/collection of data	Festival application
Method of calculation	Reviewed Festival reports and the number of grants awarded
Data limitations	Audits and risk management
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project
New indicator	No
Desired performance	To grow local festivals that assist with audience development efforts. To aid filmmakers in showcasing their projects.
Indicator responsibility	Marketing and Communication

Indicator title	Number of filmmakers funded to attend festivals for local and international activations
Short definition	Enable filmmakers to attend festivals. Applicants fall into different categories – some get invitations from festivals; some have identified co-production opportunities, and some have projects screening at different festivals and may not have the funds for travel.
Purpose/Importance	To provide grants for filmmakers to attend markets and film festivals.
Source/collection of data	RFE, Festival reports
Method of calculation	Festival reports

Data limitations	None
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per cycle
New indicator	No
Desired performance	Opportunities created for filmmakers to attend Film Festivals that they ordinarily would not be able to afford to attend
Indicator responsibility	Marketing and Communication

Indicator title	Number event hosted to boost audience development for SA Films
Short definition	Promotion and viewing of homemade films and video productions in SA communities
Purpose/Importance	To stimulate the culture of film appreciation and cinema-going within local communities.
Source/collection of data	Brand activations and partnerships
Method of calculation	Activation reports
Data limitations	None
Type of indicator	Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Number of actual attendees and repeat attendees at these promotions and viewings.
Indicator responsibility	Marketing and Communication

Indicator title	Number of adverts made to promote SA film industry
Short definition	Global Brand Positioning by producing print and online adverts to promote the SA Film Industry
Purpose/Importance	To stimulate top of mind awareness for locally produced films and to grow the local film industry among general consumers
Source/collection of data	Media monitoring reports
Method of calculation	Advertising Value Equivalency (AVE)
Data limitations	None
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per cycle
New indicator	No
Desired performance	Growth and increased diversity in South African audiences that have access to and demand for local content

Indicator responsibility	Marketing and Communication
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Indicator title	Marketing and Communication
Short definition	Deliver communication pieces per quarter to create top of mind awareness for the NFVF to assist in the positioning of the organisation
Purpose/Importance	To be recognised as the custodians of film and video, not only within the industry but also among the public and sectors that are not directly involved in the industry.
Source/collection of data	Brand audit reports, media monitoring, and publications
Method of calculation	Media monitoring reports
Data limitations	None
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per cycle
New indicator	No
Desired performance	A national awareness of the existence and function of the NFVF in SA society.
Indicator responsibility	Marketing and Communication