

ANNUAL PERFORMANCE PLAN 2024/25



*KZN Film Commission
Celebrates 10 years
in Film!*

**10-KZN
FILM**



Vision

A globally competitive, transformed and sustainable film industry in KwaZulu-Natal.

Mission

To be a catalyst for transformation, job creation and sustainability through funding, human capital development and the promotion of KwaZulu-Natal.

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Executive Authority Statement



Mr S. Duma
MEC: Department of Economic Development,
Tourism and Environmental Affairs

The 2024-25 KwaZulu-Natal Film Commission Annual Performance Plan (APP) has been developed with two critical things in mind. Firstly, the finalisation of the merger process with Tourism KZN, which will result in a new APP for the merged entity being developed soon. Secondly, this APP is the last one for the 2020-25 five-year strategy, and with the end of the six Administration in 2024, government departments and public entities will be developing their new five-year strategy aligned to the new administration mandate.

As the Executive Authority, I had an opportunity to brief the Board on what to focus on in this 2024-25 Annual Performance Plan. The priority areas for the entity for the 2024-25 financial year are as follows:

a) Industry Transformation

The support to emerging filmmakers will be enhanced, with a particular focus on supporting designated groups. The progress will be reported on accordingly.

b) Stakeholder Engagement

The Commission aims to expand its reach to rural areas and develop tailor-made programs aimed at rural communities. KZN Film will try to improve its visibility using various platforms, such as advertising on community radios and placing TV adverts when telenovelas filmed in the province are played on TV. KZN Film will also ensure that each district municipality in the province has programs supported by KZN Film.

c) Funding

The focus will continue to be on funding emerging filmmakers, with particular emphasis on made-for-TV and development funding so that the majority of black people from this province can benefit. The entity will also seek to identify high-impact and immediate-impact programs when selecting projects for funding. Priority will also be given to documentaries/films that celebrate the rich heritage of this province and its heroes.

d) Industry Skills Development

KZN Film will continue to support incubation programs in the 2024-25 financial year. These programs will be held in each district municipality, and priority will be given to support black youth and women.

This APP may be the last for KZN Film Commission. I would like to take this opportunity to convey my gratitude to the Board, which has managed to drive the Commission programs successfully in the last ten years.

I undertake to support KZN Film Commission in the execution of its mandate as outlined in this 2024-25 Annual Performance Plan.

Mr S. Duma
MEC: Department of Economic Development, Tourism
and Environmental Affairs

Chairperson of the Board

In 2023, the KwaZulu-Natal Film Commission celebrated its 10th anniversary. As part of the celebration, the Board conducted a review of the past decade to evaluate the achievements, challenges faced, and future prospects. A review document was also shared with the stakeholders to acknowledge their contributions towards the entity's success. The Board is proud of the progress made and the impact created in this short period. The Board is optimistic about the upcoming 2024-25 financial year, which they believe will also be an impactful year for KZN Film.

In the 2023-24 Annual Performance Plan foreword, it was indicated that it was probably the last one as the merger process was about to be finalized. The process has come a long way, and the expectation is that it will be completed by April 1, 2024.

For the 2024-25 financial year, the entity plans to complete its five-year programs as per the five-year strategic plan. The focus will still be on supporting emerging filmmakers and developing industry skills, especially scarce skills, and on Made for TV programs. These programs were identified as a priority for the entity at the Indaba meeting held in March 2023 and reconfirmed at the Board Strategic Planning session held in August 2023.

The entity will continue to strengthen its relationship with stakeholders across the province, planning to engage with them throughout the year. The entity also plans to strengthen partnerships with other departments to ensure that KZN Film programs are easily accessible.

Lastly, the Board expresses its gratitude to the MEC for its unwavering support and undertakes to support the Executives and Management to fully execute the 2024-25 Annual Performance Plan.



Ms Bulelwa Nise Malange
Chairperson of the Board

Date: 28 February 2024



Ms Bulelwa Nise Malange
Chairperson of the Board

Chief Executive Officer Statement



Mr V. Senna
Acting Chief Executive Officer

The year 2023 represented a great milestone for the KwaZulu-Natal Film Commission as it celebrated its tenth year of existence. It is therefore important to look back on the role that the KwaZulu-Natal Film Commission has played in developing, building and growing the film industry in the province. The entity commissioned a comprehensive review to assess the Commission’s impact on the development of the local film industry. This review focused on the Commission’s governance systems, skills development, socio-economic projects, industry transformation, job creation, and funding of projects. The following is a reflection on each of the focus areas:-

CONTRIBUTION TO KZN ECONOMIC GROWTH

The KZN Film Commission was established in 2013 through provincial legislation KZN Film Commission Act 03 of 2010. Since then, the commission has had a significant impact on the local film industry, particularly in terms of socio-economic development and industry skills enhancement. In 2013, when the film commission its national market share was 9.5% and by 2020 through KZN Film Commission it had grown to 12%, being the third highest in the country.

	Direct	Indirect	Induced	Total	KZN 12% CONT
Production (R million)	R3 868.78	R946.07	R2 366.36	R7 181.20	R861,72
GDP at market prices (R million)	R522.33	R157.01	R408.41	R1 087.75	R130,44
Employment (Number)	18 104	3 302	10 039	31 444	3 773
Total Annualised Payroll (R million)	R108.67	R30.70	R78.40	R217.76	R26,13
Household Income (R million)	R370.58	R119.77	R312.26	R802.62	R96,31
Contribution to Taxes (R million)	R46.57	R12.66	R32.03	R91.26	R10,95

Source: BDO and Quantec Analysis

Since inception, KZNFilm has been a game changer in the province in terms of growing the economy of the province through attracting international and local productions to shoot in the province such as Faith like Potato, Mandela, Blood Diamond, I dreamed of Africa, Durban Gen, Uzalo, Imbewu and many more. This resulted in job creation and most of the local SMMEs benefiting from such production shooting in the province. We will continue to aggressively attract larger international productions to make use of our amazing locations. KZNFilm has since its inception, further facilitated the development of four local film festivals: uMgungundlovu, Ugu, Amajuba, and Kwasukasukela, while continuing to support established film festivals. Film festivals act as catalysts for economic growth and contribute to social cohesion and enrichment

FUNDING

At its inception, the KwaZulu-Natal Film Commission established a Film Fund to support emerging filmmakers in response to developmental needs and provincial priorities. Between 2014 and 2023, the Commission funded over 500 KZN filmmakers, spending close to R169 million on their projects. The industry has tremendously grown since 2014, Some of the projects funded were screened in international film festivals, and some, like the Kandasamys, performed exceptionally well at the local box office. The Commission also funded a musical documentary about the late Joseph Shabalala, founder of Ladysmith Black Mambazo. The Commission prides itself on prioritising women and youth beneficiaries, as well as Made for TV and isiZulu/heritage projects that highlight local stories. The Commission has also forged partnerships with broadcasters and distributors through MOUs to ensure the projects are screened and find platforms for distribution. In 2024, the Commission concluded a R10 million license agreement with SABC to co-develop, co-produce and broadcast 10 Made for TV films. It was also the first in the country to fund the audio description of local films, making sure that people with disabilities are included in the consumption of film content. Nine projects have been completed under this initiative, with others in the finalisation stage.

FILM AND TELEVISION INDUSTRY SKILLS DEVELOPMENT

KZNFilm has invested in the development of local filmmakers by providing training and skills development. Since 2014, KZN Film has consistently provided +/- 25 bursaries on an annual basis to local students studying film-related courses in local tertiary institutions. This equates to over 300 students to date. There has also been a focus on funding and supporting students doing scarce skills courses such as drone, animation, and entrepreneurship. To date, KZNFilm has held 11 SMME incubation programmes, seven

students have completed a drone course, and 17 students have completed a digital entrepreneurship course and more than 400 filmmakers have benefited from KZN Film's various industry skills programmes. These interventions, along with internships on local projects, have resulted in a reduction in the outflow of graduates to other provinces. In 2022, the first group of students graduated from the Film Industry Transformation Initiative program. This program was created to address the discrepancies between industry expectations and the skills of graduates from tertiary institutions. The second group of students began the course in 2023, and 20 graduates are participating in the programme.

GROWING LOCAL AUDIENCE

KZNFilm has been working tirelessly, both nationally and internationally, to engage audiences and create awareness of KZN as a top filming destination. Every year, KZN Film conducts about 20 initiatives to share information and promote audience development across the province. Additionally, every year, KZNFilm funds approximately 10 filmmakers to attend various markets and festivals to showcase their projects. Locally, KZNFilm supports several film festivals, including the Durban International Film Festival, uMgungundlovu Film Festival, Kwasukasukela Film Festival, Ugu Film Festival, KZN African Film Festival, Amajuba Film Festival, and Umzansi Reel Film Festival.

KZNFilm has partnered with the Durban International Film Festival to set up a residency program that aims to capacitate district Festival Directors. The objective of this residency program is to enable community Film Festivals to get hands-on experience in putting together and running an international Film Festival. Six festivals benefitted from this inaugural program, including uMgungundlovu Film Festival, Kwasukasukela Film Festival, Ugu Film Festival, KZN African Film Festival, Amajuba Film Festival, and Umzansi Reel Film Festival. In 2023, these festivals were mentored and worked with the team that puts together the Durban International Film Festival during a 20-day residency program.

THE KWAZULU-NATAL FILM AND TELEVISION AWARDS ("SIMON MABHUNU SABELA_s)

KZNFilm has since 2014 and on behalf of the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), been implementing the coveted and prestigious KZN Film and Television awards (Popularly known as the Simon Mabhunu Sabela Awards). The awards have successfully honoured, celebrated and recognised local talent. The awards have seen a significant increase in the number of categories over the years and continue to grow in popularity.

LOCATIONS AND FACILITIES

In 2017, KZN Film created a cluster to support up-and-coming filmmakers in accessing filmmaking facilities at a reduced rate. Since then, there has been an increasing interest from filmmakers to use the facility. The subsidized rental rates make it more accessible for filmmakers, ensuring its continued use and promoting long-term sustainability. Additionally, there is an animation hub located at the facility that has been training many young people in this valuable skill.

GOVERNANCE

Over the past decade, KZN Film has consistently performed well despite budget constraints. The entity has obtained a Clean Audit over consecutive years with no material misstatements, spent an average of 75-80% on procurement for Blacks and 3-5% on PWDs, and contributed towards achieving a B-BBEE Status Level 1. In addition, KZN Film has ensured that payments to service providers are made within 30 days.

LOOKING AHEAD

Looking ahead to the 2024-25 financial year, KZNFilm will prioritize its core mandate, which includes funding emerging filmmakers, providing training and skills development initiatives, and promoting the province as a film destination. KZN Film will continue its partnership with local tertiary institutions, MICSETA, and other partners to ensure that industry skills development remains a pillar of local industry growth.

To enhance the District Development Model, KZN Film will fund the development and production of projects at the district municipality level. The first project will be in iLembe (with support from Enterprise iLembe). More projects of this kind are planned for uMzinyathi, the King Cetshwayo district, and the townships of eThekweni in 2024/2025. Collaboration

with municipalities and communities will be emphasized to ensure strategic alignment with diverse stakeholder needs, emphasizing empowerment and capacity-building initiatives.

KZNFilm will continue to participate in identified markets and festivals to position KZN as a competitive filming destination and ensure that the local industry makes a mark on the international stage. Partnerships and collaborations will be strengthened to ensure that programs undertaken under markets and festivals are sustained. Furthermore, several familiarisation tours are planned for the coming financial year, with the hope that these tours will yield tangible economic benefits in the end.

The anticipated merger between KZ Film and Tourism KZN is expected to be finalized before the end of the 6th Administration. The new entity is expected to kick off at the beginning of the 2024-25 financial year, and both entities are working hard to usher in this new milestone.

Finally, KZNFilm wishes to state its unwavering commitment to ensure that the 2024-25 Annual Performance Plan is executed effectively to support the growth of the local film industry. The entity appreciates all stakeholders' and partners' support and looks forward to continued collaboration.



Mr V. Senna
Acting Chief Executive Officer
Date: 28 February 2024

Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of the KwaZulu-Natal Film Commission under the guidance of MEC Mr S. Duma
- Takes into account all the relevant policies, legislation and other mandates for which the KwaZulu-Natal Film Commission is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the KwaZulu-Natal Film Commission will endeavour to achieve over the period 1 April 2024 to 31 March 2025.

Ms N Thanjekwayo

Acting Chief Financial Officer



Signature: _____

Mr V Senna

Acting Chief Executive Officer



Signature: _____

Ms Bulelwa N. Malange

Chairperson of the Board

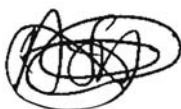


Signature: _____

Approved by:

Mr S. Duma

MPL



Signature: _____

MEC: For Economic Development, Tourism and Environmental Affairs

Part A: Our Mandate



1. Updates to the relevant legislative and policy mandates

The KwaZulu-Natal Film Commission (KZNFilm) is a provincial state entity under the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), that was established in terms of the KwaZulu-Natal Commission Act, 2010 (Act No 3 of 2010).

Its mandate is to facilitate support, throughout the value chain, to the local and international film industry, through creating opportunities and growing the KwaZulu-Natal film industry.

The **primary legislative mandate of the National Department of Arts and Culture** (under which the film portfolio falls) comes from the **Constitution of the Republic of South Africa**, which states that:

Section 16(1), "Everyone has the right to freedom of expression, which includes: -

- Freedom of the press and other media.
- Freedom to receive or impart information or ideas.
- Freedom of artistic creativity; and
- Academic freedom and freedom of scientific research."

Section 30, "Everyone has the right to use language and to participate in the cultural life of their choice, but no one exercising these rights may do so in a manner inconsistent with any provision of the Bill of Rights."

The objectives of KZNFilm are spelt out in Sections 3(a) to 3(f) of the KwaZulu-Natal Commission Act, 2010 (Act No 3 of 2010), as follows: -

- i) *“to promote and market the province as a global destination of choice for film production.*
- ii) *to develop, promote and market, locally, nationally and internationally, the film industry in the province.*
- iii) *to facilitate investment in the film industry in the province.*
- iv) *to provide and encourage the provision of opportunities for persons, especially from disadvantaged communities, to enter and participate in the film industry in the province.*
- v) *to address historical imbalances in the infrastructure and the distribution of skills and resources in the film industry in the province; and*
- vi) *to contribute to an enabling environment for job creation in the film industry in the province.”*

The additional legislation which governs the operations of the entity includes the following: -

- The National Film and Video Foundation Act (No. 73 of 1997).
- Copyright Amendment Act (No. 125 of 1992).

- Public Finance Management Act (No.1 of 1996, as amended).
- National Treasury Regulations 2001.
- Promotion of Access to Information Act (Act No. 2 of 2000).
- Preferential Procurement Policy Framework Act (Act No. 5 of 2000).
- Intergovernmental Relations Framework Act (Act No. 13 of 2005).

The Revised White Paper on Arts, Culture and Heritage (2017), highlights the priority given to the Creative Sector in South Africa. It seeks to assess the impact, gains, and limitations of the 1996 White Paper on Arts, Culture and Heritage; and to accelerate the transformation and restructure of the Creative Sector by removing the obstacles that hinder effective policy implementation.

The current strategic framework is underpinned by the KZNFilm Strategic Plan 2020-2024, which has been aligned to the National Development Plan, the Medium Term Strategic Framework 2019-2024 (MTSF), the spatial development plans, and provincial priorities.

STRATEGIC OUTCOME	EDTEA -OUTCOME	PROVINCIAL PRIORITIES	MTSF(2019-2024)
An audio-visual industry transformed through training, mentorship, funding, and enterprise development	Inclusive and Transformed Economic Growth	Priority 2. Job Creation Priority 4. Growing SMMEs and Cooperatives Priority 7. Building Peaceful Province	Priority 2. Economic Transformation and job creation
Enhanced socio-economic development of the province through the promotion of heritage and culture		Priority 3. Growing Economy	Priority 2. Economic Transformation and job creation
Increased access to the national and international markets through joint production and distribution		Priority 3. Growing Economy	Priority 7. Better Africa and the World
Institutional Excellence		Priority 8. Building a Caring and Incorruptible Government	Priority 1. Capable, Ethical and Developmental State

2. Updates to Institutional Policies and Strategies

The decision to merge KZNFILM and Tourism KZN will certainly have a significant impact on the operational policies as alignment would be required going forward. New policies will need to be adopted by the new entity taking into consideration best practices and consideration may be given to KZNFILM adopting the revised policies before the merger.

The strategy of the entity should not shift significantly in terms of the core services to the industry as this should remain largely intact.

3. Updates to relevant court rulings

There is no pending or finalised Court Ruling that will affect or impact on operations or service delivery obligations of the entity.

Part B: Our Strategic Focus

**OBETT MOTAUNG -
TALENTED YOUNG
DIRECTOR OF LELETI MOVIE**



4. Updated situational analysis

4.1 External Environment Analysis

The entertainment industry is slowly coming out of the drastic effects of the COVID-19 pandemic. In September 2023, Statistics South Africa reported that the country has seen a gradual increase in the volume of tourist arrivals in South Africa. In 2022 Tourism report released by Statistics South Africa showed that the volume of tourists dropped by 72.6% from 10 228 593 in 2019 to 2 802 320 in 2020 and declined by 19.5% between 2020 and 2021.

The report further states that the volume of tourist arrivals increased by 152.6% from 2 255 699 tourists in 2021 to 5 698 062 tourists in 2022. A gradual improvement was observed in the number of tourist arrivals from January to December 2022; however, the figures are still 44.3% below the pre-pandemic year of 2019.

The SA Stas tourism report is important in the discussion of the recovery aspects of the film sector. Lockdown and travelling restrictions imposed during COVID-19 drastically curtailed the functioning of the film industry. The consumer habits of the clients/customers changed resulting in some businesses closing down and the audiences drastically declining. As stated above, it is important to mention that the industry is not out of the woods as yet. The local film industry is still struggling to compete with international productions at the box office. The competition has become even more intense with the growth of new platforms.

More recent studies conducted by PricewaterhouseCoopers (PwC 2023) show that electronic home video or streaming on demand as well as downloading films have overtaken the traditional cinema as the biggest contributor to total film revenue worldwide. The emergence of new Internet Communications Technologies (ICT) such as Video on Demand (VOD) services and an evolving broadband infrastructure have allowed consumers to view what they want, when they want on devices of their choosing. This infrastructure has allowed online streaming services to flourish. Further to this, release windows have shortened: that being the period from cinema release to becoming available to download. This has resulted in the loss of the competitive advantage that traditional cinemas have enjoyed in the past. Online streaming services such as Netflix, Amazon Instant Video and Hulu have seized upon the changing dynamic within the industry and have made the move from being middlemen to creators of original content. These are important developments that will certainly grow the industry as a whole. However, challenges faced by local filmmakers such as lack of skills, inadequate infrastructure, and high costs of business can not be overlooked. KZN Film has introduced some training interventions to assist local filmmakers in closing this gap.

the top 10 performing movies were from the United States of America, Canada, United Kingdom, Japan etc. Currently, there are 3 South African-produced and co-produced films released or re-released at the South African Box Office. The three (3) local films were Headspace which is an animation film that had an overall rank of 50, with a gross and total gross earning of R1,533,310.36. The second was Hans Steek’s Die Rubicon an Afrikaans family movie, which ranked at 79 and it had a gross earning of R444,630.13. The third film on the list was a re-release of the 1992 Drama Musical Sarafina! The film was directed by South African director Darrell James Roodt and featured a number of popular South African actors and actresses as well as American ones. Its gross earnings were at R70,840.59 and it was ranked 104 overall.

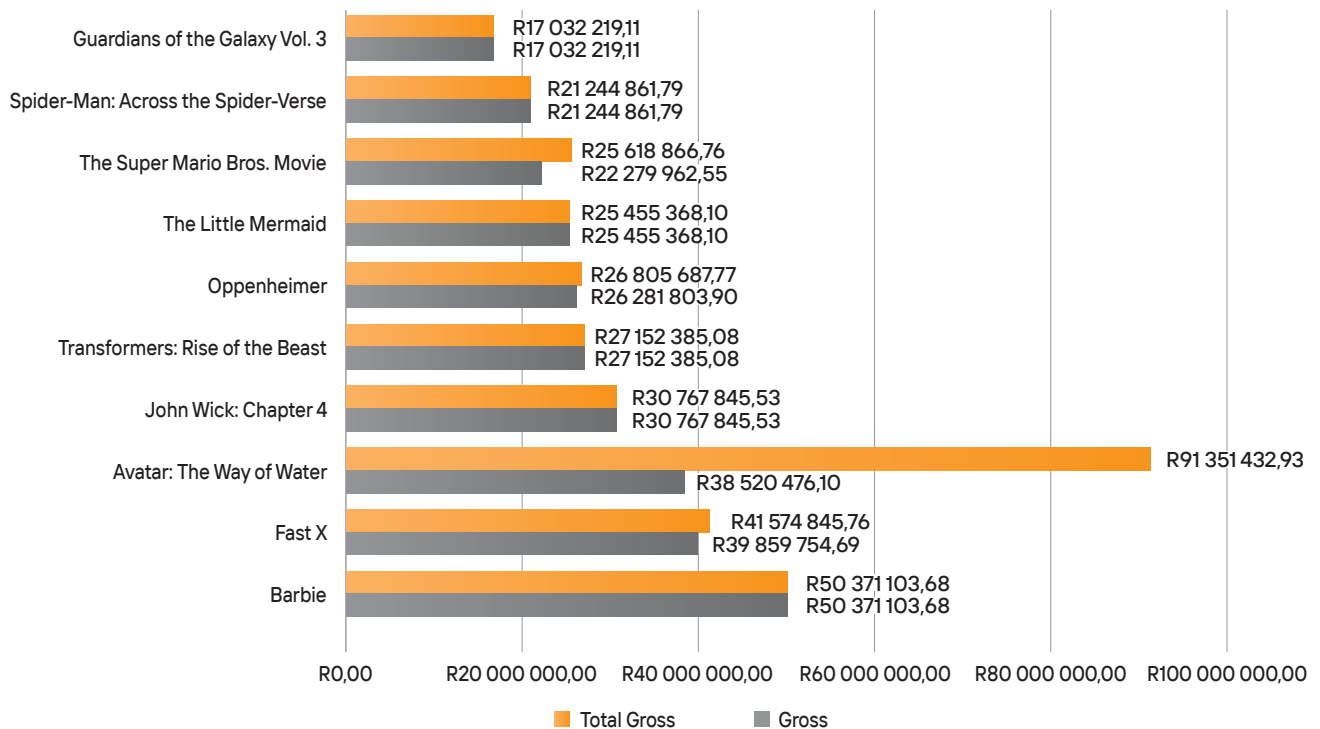
The current number one top-performing movie at the South African Box office is *Barbie* raking with a gross earning and a total gross earning of R50,371,103.68. In second place was *Fast X* with a gross earning of R39,859,754.69 and a total gross earning of R41,574,845.76. *Avatar: The Way of Water* ranked third with a gross earning of R38,520,476.10 and a total gross earning of R91,351,432.93.

The Box Office earnings and ratings still convey a message that the locally produced content still finds it difficult to compete at cinema levels/platforms. More support is needed at different levels including amongst others audience development, funding, infrastructure etc,

Top 10 South African Box Office

From January 2023 up to October 2023, about 111 movies have been featured in the South African Box Office. Most of

Top 10 Performing Movies in the SA Box Office



SA Box Office (2023) Rate \$1=R 18.91

Public Television and Local Channels and Content

Television is considered to be dead by many specialists as figures suggest a decrease in the last ten years, and general audiences have stated that television has gone out of date. The television viewer’s average age has reached fifty. This is a problem as the targeted young audience is not behind its television anymore. Those market shares are returning to digital media, which is monopolizing younger’s attention.

Thus, according to sources and statistics, the growth of the streaming revolution is stretching the TV generation gap, creating a stark divide in the viewing habits of younger and older people. Traditional broadcasters face tough competition from online streaming platforms, which they’re partly meeting through the popularity of their on-demand player APPS, while broadcast television is still the place to go for big events that bring the nation together such as local sports, games celebrations and events about South Africa.

However, there is still a growing appetite for more local programming in South Africa regardless of the implementation and consumerism of international content and streaming platforms. In recent years, there has been a noticeable shift in viewership patterns, with more South Africans showing a preference for locally produced content

over imported shows. This trend is driven by several factors, including a desire for content that reflects the diverse experiences and identities of South Africans, a growing sense of national pride, and an increased investment in the local entertainment industry by broadcasters and production companies.

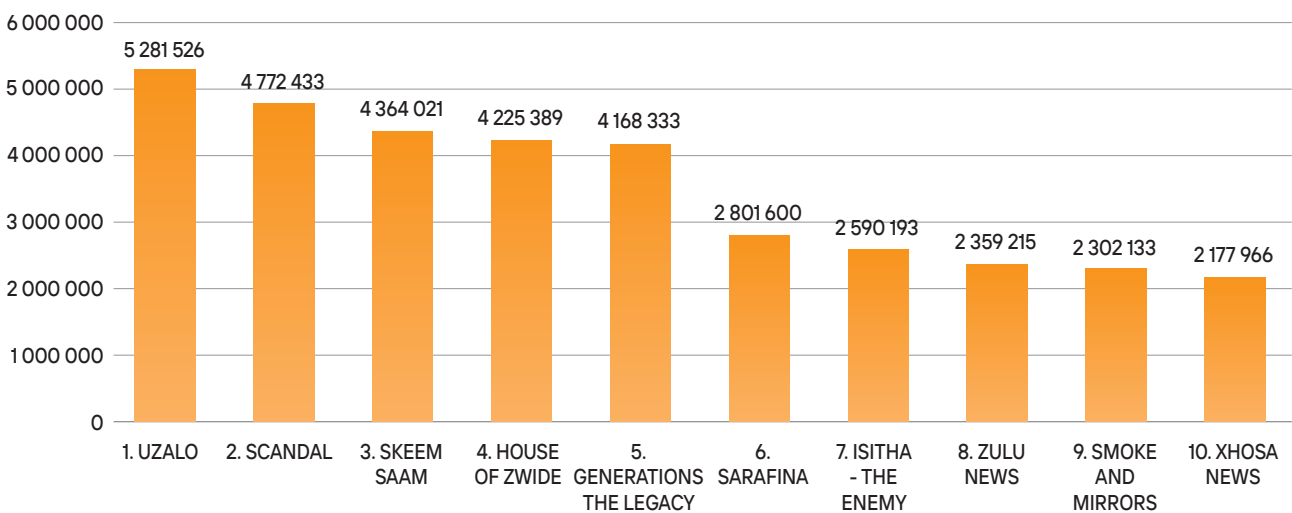
The success of locally produced shows such as *Uzalo*, *Isibaya*, *Skeem Saam*, *Scandal* and *The River* is a testament to the growing appetite for local programming in South Africa. (Refer to graphs below). These shows have attracted large audiences and have helped to establish South Africa as a key player in the global television industry. Furthermore, the South African government has recognised the importance of the local creative industry and has made efforts to support its growth through initiatives.

KZN as a province has competitive advantages in this space. Its unique locations, all-around weather that is suitable for filming, unique heritage and culture and a film-friendly environment make the province an ideal place for filming. As such, KZN Film is prioritising Made for TV projects projects and projects that showcase Zulu culture and heritage in its funding. The fact that leading productions uZalo, Imbewu and Durban Gen are KZN brewed shows the potential that the province has as a film destination. Furthermore, KZN Film managed to place interns on these productions so that they get post-tertiary training and experience the industry needs.

Quarterly Television Audience Analysis

Top 10 performing programme’s total audiences in All public Channels

Top 10 Programmes

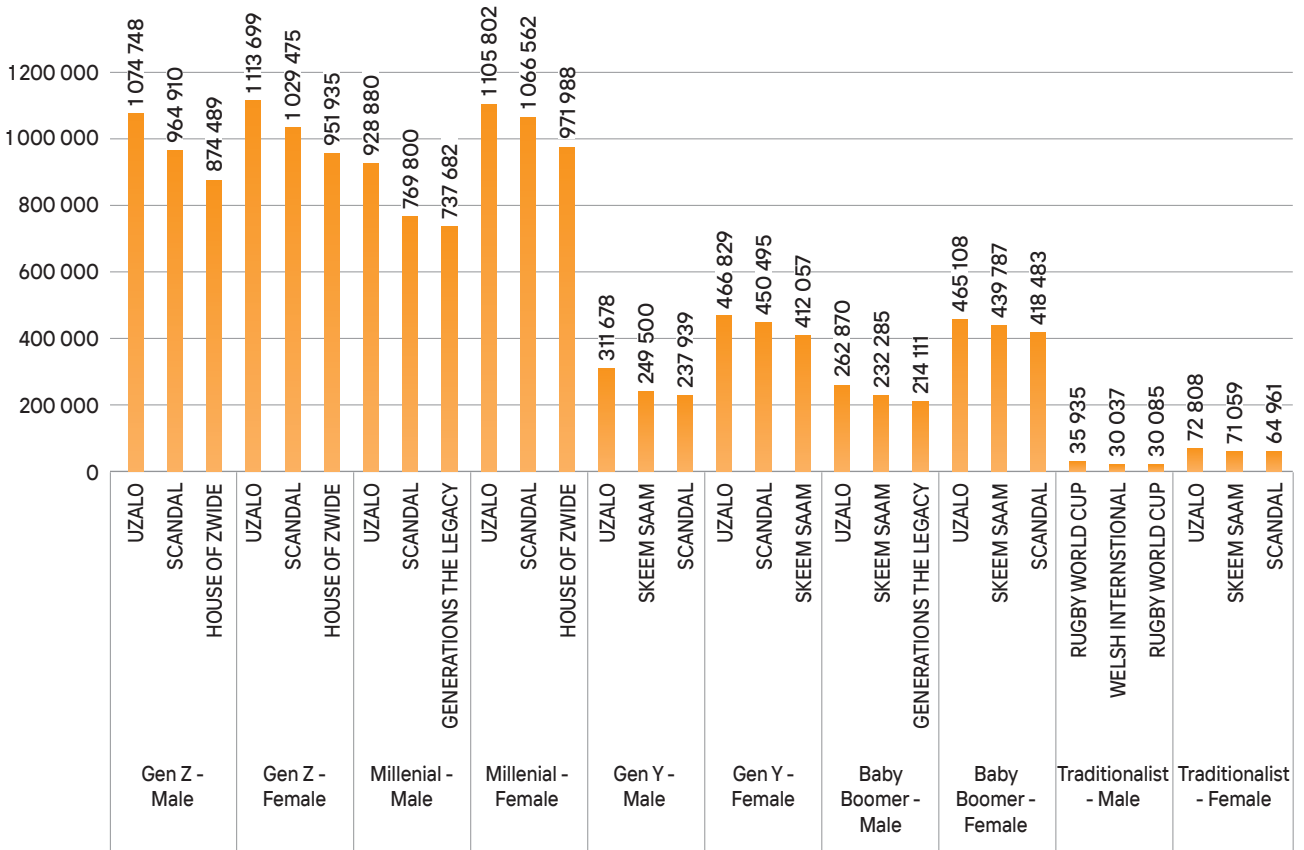


SA Broadcasting Research Council Data (Nielsen, 2023)

uZalo has occupied the first place in terms of South African television audience ratings for the last couple of years. According to the SA Broadcasting data, uZalo enjoys a substantial percentage of the entire TV audience across South Africa every evening, making it the most-watched TV show.



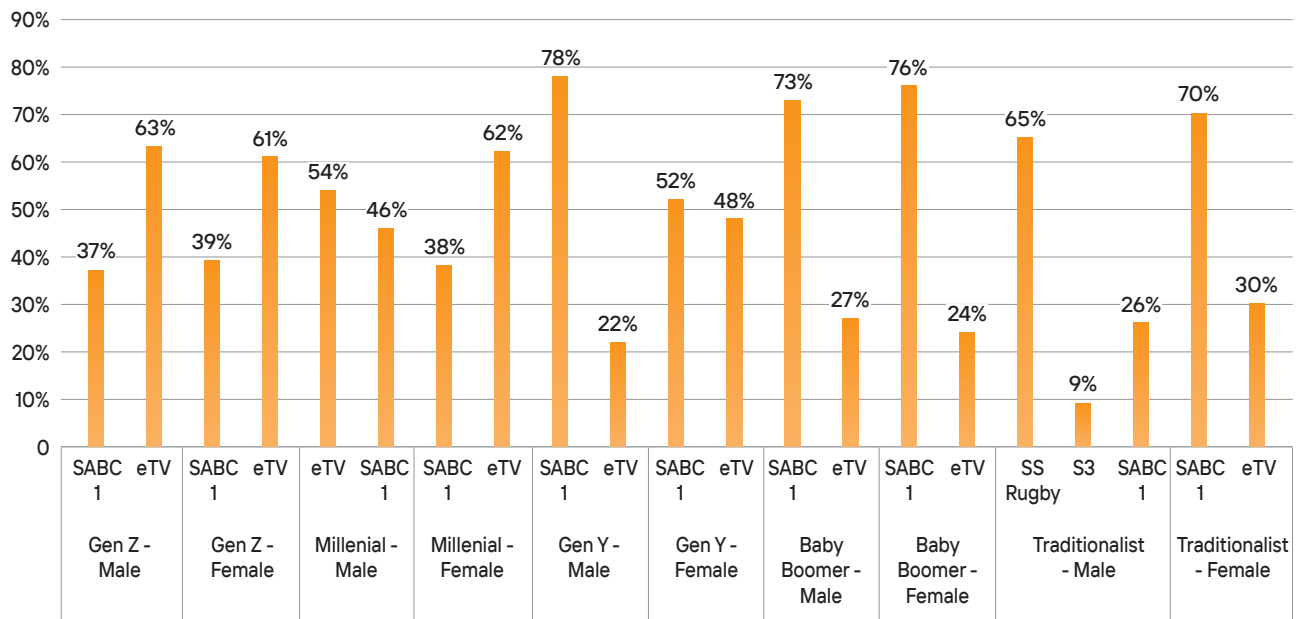
Top 3 performing programmes by generations and gender splits



SA Broadcasting Research Council Data (Nielsen, 2023)

Most watched Public Channels per generation and gender splits

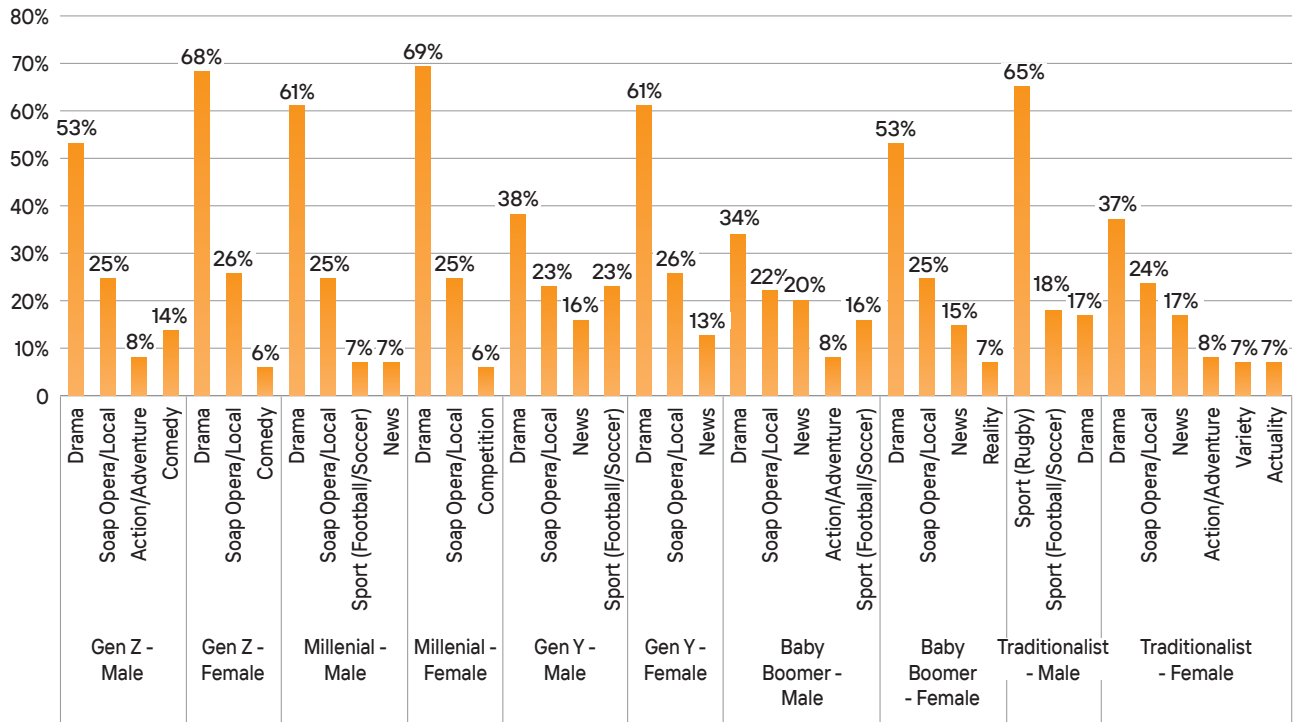
Most Watched Public Channels



SA Broadcasting Research Council Data (Nielsen, 2023)

% Genre distribution by generations and gender splits

% Genre Distribution

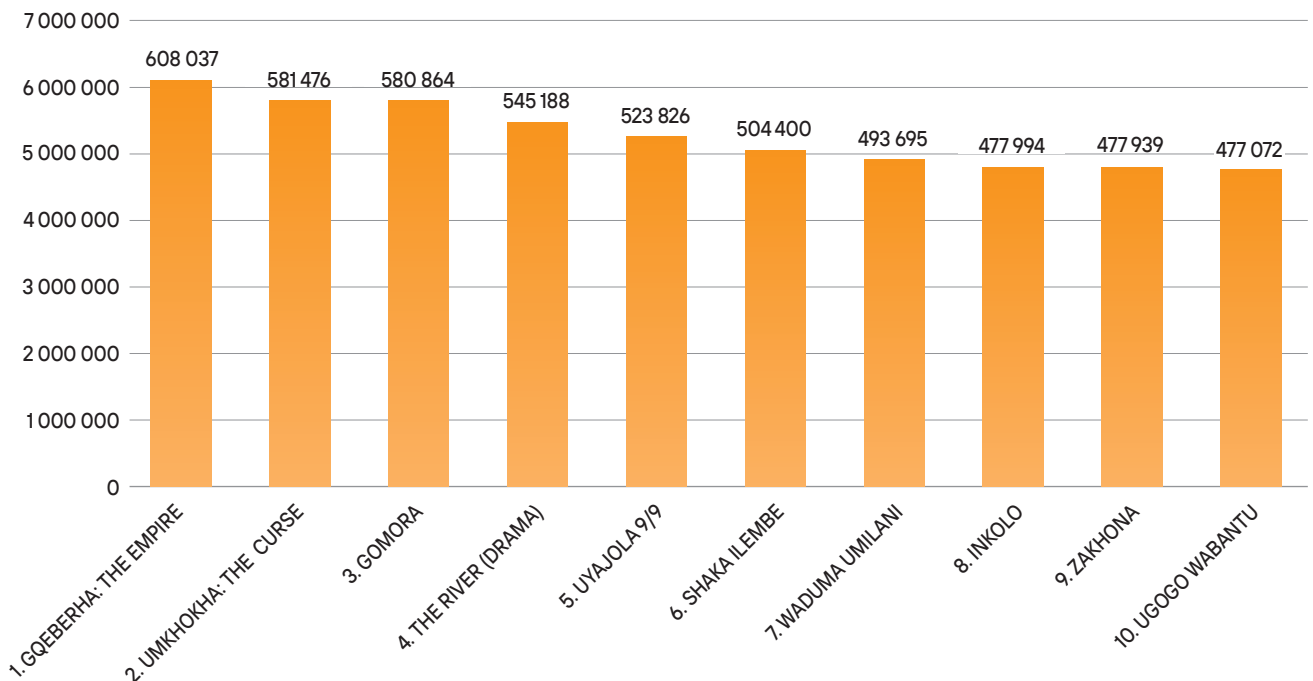


SA Broadcasting Research Council Data (Nielsen, 2023)

DSTV Channels Audience Analysis

Top 10 performing programmes' total audiences in DSTV Channels

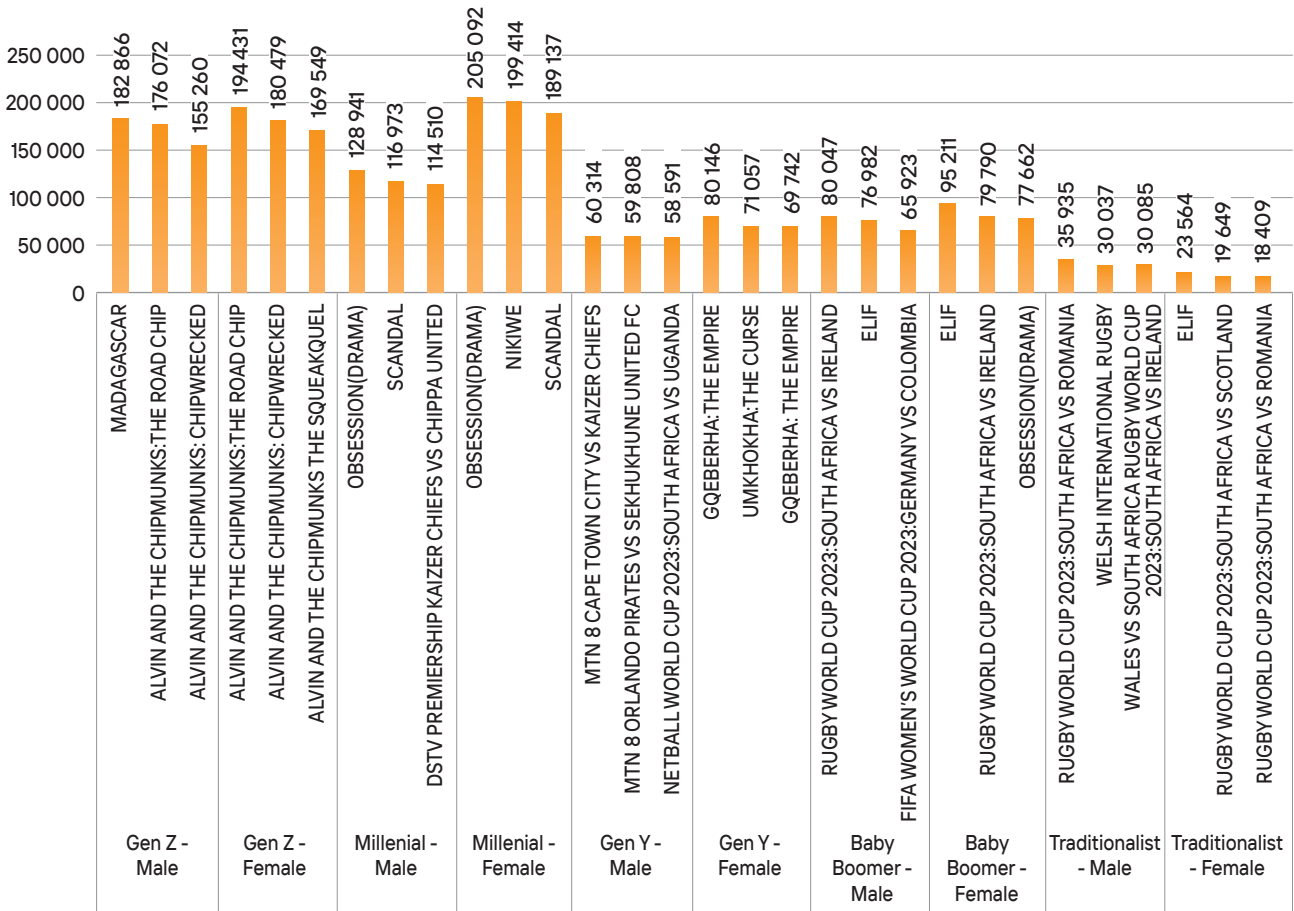
Top 10 Programmes for DSTV



SA Broadcasting Research Council Data (Nielsen, 2023)



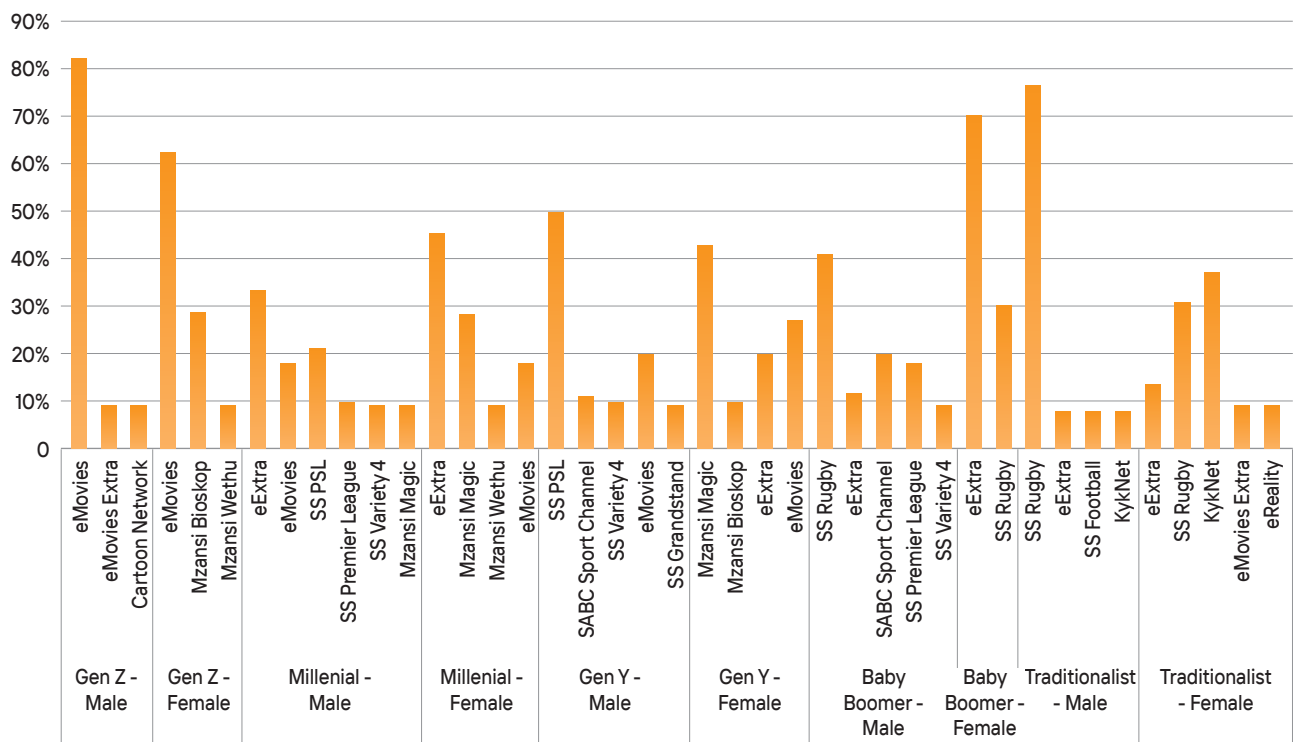
Top 3 Performing programmes by generations and gender splits



SA Broadcasting Research Council Data (Nielsen, 2023)

Most watched DSTV Channels per generation and gender splits

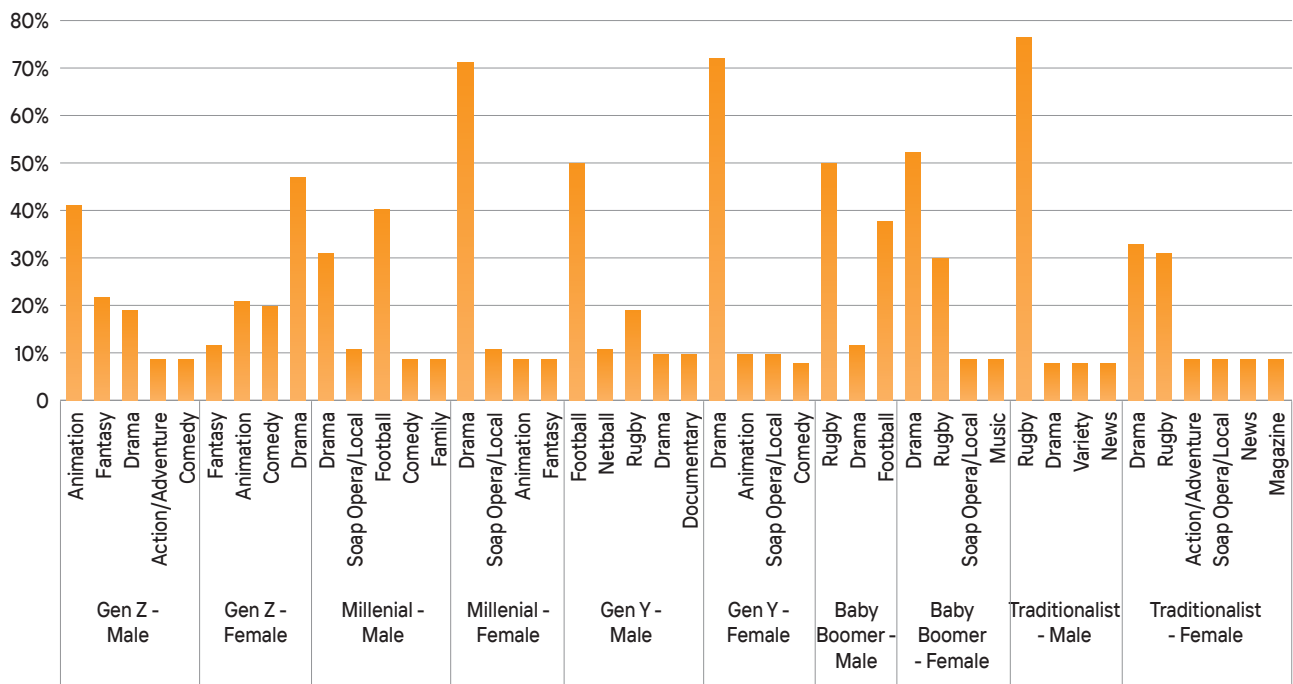
Most Watched DSTV Channels



SA Broadcasting Research Council Data (Nielsen, 2023)

Genre distribution by generations and gender splits

% Genre Distribution



SA Broadcasting Research Council Data (Nielsen, 2023)

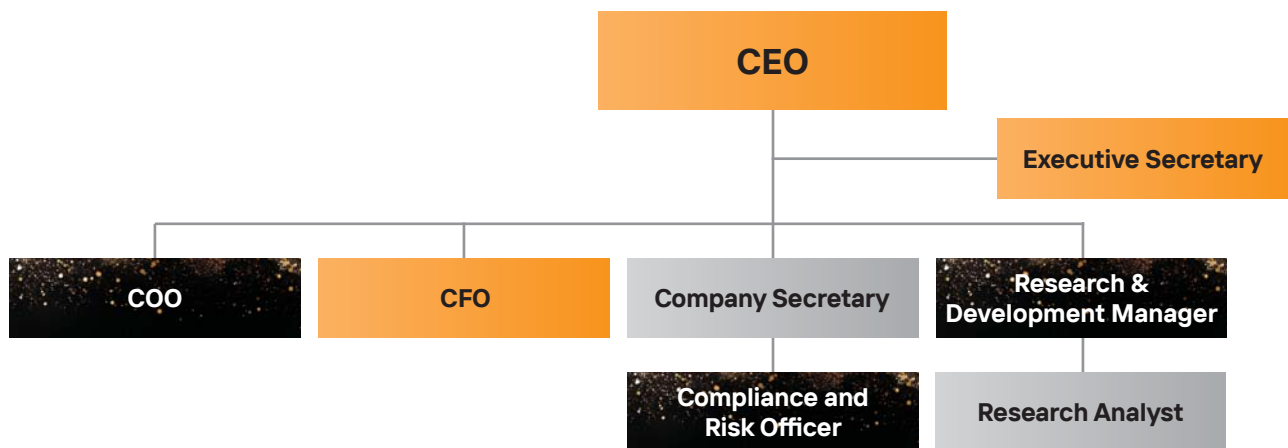
4.2 Internal Environment Analysis

The capacity of the entity

The KZNFILM comprises three divisions which are: -

- The Office of the Chief Executive Officer;
- Finance and Administration; and
- Marketing and Industry Development

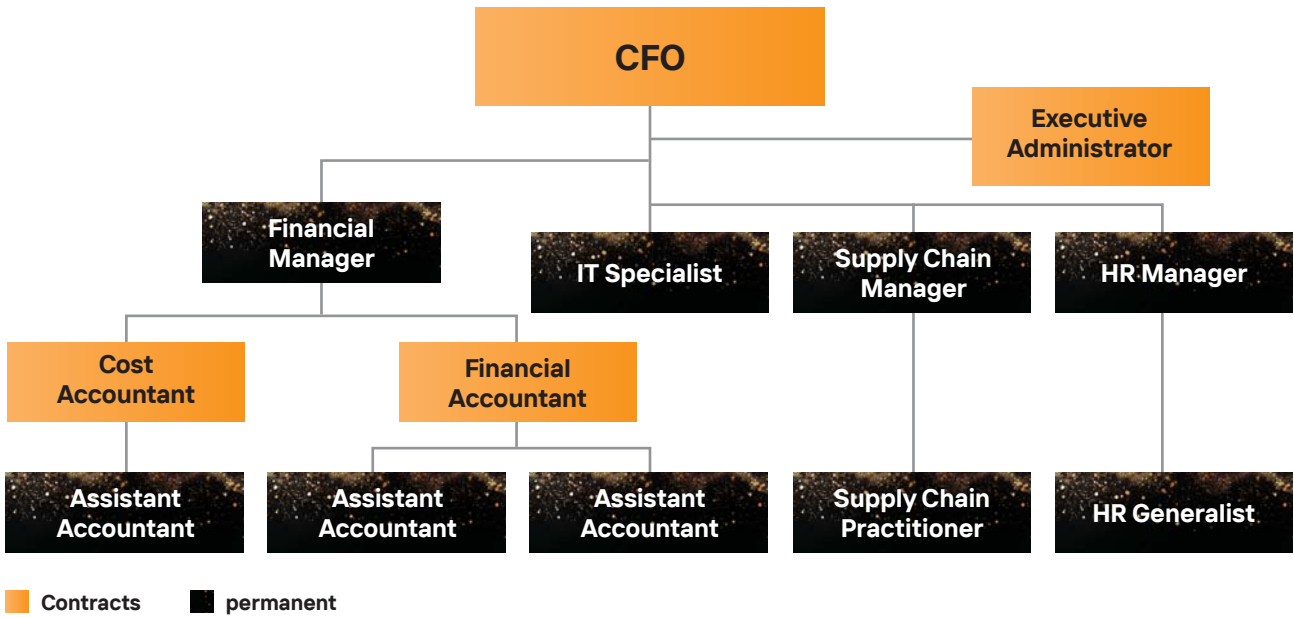
Office of the Chief Executive Officer



■ Filled ■ Contract Posts ■ Vacant

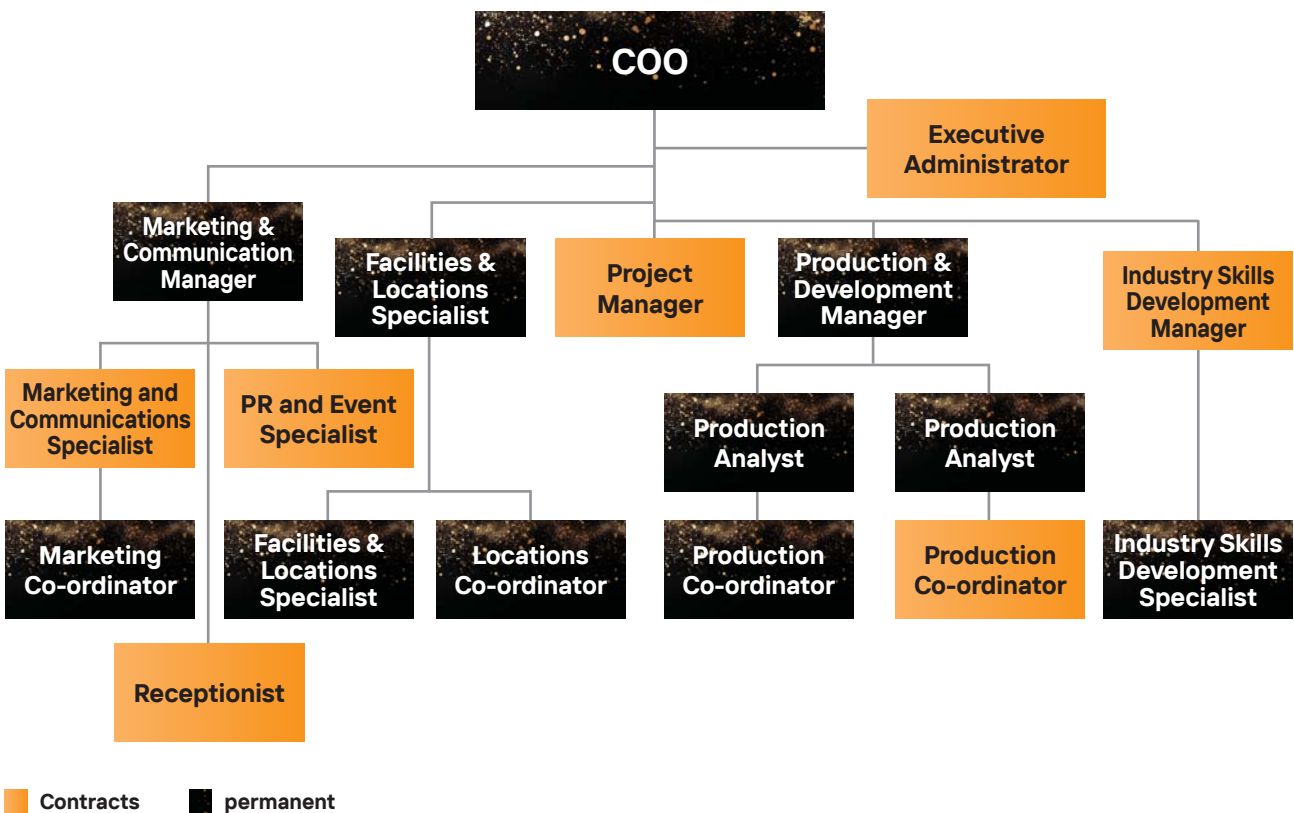
The proposed structure and human resources of the CEO's office will provide the necessary support to the KZN Film team with six permanent staff members to provide the services listed above. The office is also responsible for providing secretariat functions to the Board with legal advisory services to the organisation. The Internal Audit function is currently outsourced to a service provider reporting to the CEO and the Audit and Risk Committee. To address the vacancy rate, fixed-term contract appointments would be made to ensure alignment in the rationalisation process currently underway where KZN Film will merge with Tourism KZN.

Finance and Administration



The Finance and Administration Programme has most of its positions filled by employees on fixed-term contracts. The filling of positions on short-term contracts poses a risk to the entity, particularly where the segregation of duties is compromised and the effectiveness of controls is under undue pressure. However, the structure itself allows for the Finance and Administration business unit to provide the required support for the KZN Film. It allows for the segregation of duties, especially in areas where there are strict controls. The above structure is pivotal to the achievement of the targeted Clean Audit every financial year

Marketing and Industry Development



The marketing and Industry development programme is core to the service delivery mandate of the entity. The programme is responsible for among others, managing the KZN Film Film fund, supporting filmmakers in the province, Industry skills development and marketing and distribution support. The programme must be properly staffed as it provides direct service to filmmakers and other stakeholders. The current capacity within the programme is insufficient to deliver effectively which then impacts service delivery.

Fixed-term contracts

The entity has a permanent staff complement of twenty-one (21) against an established organogram of thirty-six (36) employees which is considered insufficient to serve the whole Province. Matters have been compounded by a moratorium on the filling of vacant posts (except critical posts) and a protracted rationalisation process for public entities resulting in a 41.6% vacancy rate. Technology has been introduced to assist with certain administrative processes (e.g.), an online film fund system launched in September 2023, and further IT solutions will be explored. Serious capacity constraints impact on service delivery and the effectiveness of the control environment and should be resolved with the effective and timeous implementation of the merger.

The current vacancy rate has resulted in appointing short-term temporary contract employees (nineteen employees) which in turn is posing a significant challenge to the entity in terms of:

- Business continuity
- Holding temporary/contract staff accountable
- Ineffectiveness of internal controls due to lack of segregation and expertise
- Inability to absorb interns post two years programme resulting in further unemployed youth
- Higher costs being incurred in the hiring of temporary personnel
- Lower quality recruits as contracts are for short-term periods

To address the staff shortages, the Board has decided to support two-year fixed-term contract appointments. Although this provides some form of a solution, long-term and sustainable solutions are needed to ensure that the organisation is stable. The entity has responded to the government's call to provide work experience for unemployed graduates and to this end, over 40 interns have been supported over the past five years on a two-year programme. This includes a group of interns under the Presidential YES programme.

KZN Film team currently comprises 96% Black Employees, of which 94% are Africans, 55% are youth, and 64% of employees are women who occupy various levels in the organisation. Interns have a two-year programme to ensure adequate exposure and to qualify for entry-level positions once they have completed the programme. The majority of the staff are under the MID business unit.

Information Communication and Technology

The ICT Strategy was developed in 2021 and updated in 2022. The entity is on track to implement the projects required as part of the strategy. Amongst the most important projects that were implemented in the 2023/24 financial years were; the move to cloud cloud-based server, digitalisations of the filing system through Metro Files the use of Share Point and the launch of the Online Film Fund Application portal.

Compliance with the BBBEE Act

KZN Film received for the first time since its inception a Level 1 BBBEE qualification from an external verification process. This is a huge milestone that shows the entity's commitment to transformation and compliance with the BBBEE Codes. The entity's programmes such as Supplier Development, Skills Development, Preferential Procurement, Supplier Development and Enterprise Development, participate in the YES programme for the interns as well as ensuring Management control is in line with the Employment Equity targets has immensely contributed to the achievement of this status.

In terms of procurement spent, the entity has an Annual Performance Target of 72% Black and Women 40%, Youth 25% and Military Veterans 2%. This target was achieved in the 2022/23 financial year. Also, KZN Film has developed a disability strategy with clear targets but has struggled in the implementation thereof despite various interventions. Mainly because there are very few people with disabilities who actively participate in the film industry. A Memorandum was signed with the eThekweni Business Chamber that focuses on supporting people living with disabilities, and there are expectations that this might improve.

Overview of Organisational Strategic Focus

The Board had its Strategic Planning session in August 2023 and the following areas were identified as key to the entity's for the 2024/25 financial year.

- a) Industry Transformation
- b) Stakeholders Engagement
- c) Funding
- d) Industry Skills Development
- e) Marketing and Distribution

Management was tasked to develop an implementation plan to ensure that the resolutions that were taken around the thematic topics were implemented in the 2024/25 financial year. Also, the resolutions took into account the valuable contribution that came from the stakeholders on the day.

At a Departmental (EDTEA) strategic planning session the MEC highlighted the following as priorities that KZNFilm must focus on going forward: -

- a. Expand reach to rural areas. Develop tailor-made programmes aimed at rural communities.
- b. Improve the visibility of KZNFilm – Use platforms such as advertising on community radios in the province and TV adverts when telenovelas filmed in this province are played on TV.
- c. More focus on made-for-TV and development funding so that the majority of black people from this province can benefit.
- d. Identify high-impact and immediate-impact programmes

- e. Ensure that each district in this province has programmes supported by KZNFilm
- f. As part of the KZNFilm incubation programme, consider cooperatives
- g. Support more documentaries/films that celebrate the rich heritage of this province and its heroes
- h. Support more black youth and women in the programmes and procurement

Small Business Support

Support and Development of small business enterprises have been identified by the Board as key to ensuring that the film industry grows through the support of local SMMEs in the province. This would be undertaken through supporting SMME development projects in every District Municipality across the province.

Funding

Productions are the foundation of the growth of the sector as they bring opportunities for employment (and learning), business support and exposure through marketing locations. There is also the opportunity for inward investment and leveraging on other local and international funding instruments to grow the film supplier economy through the multiplier effect. Historically, funding has been a challenge for many KZN filmmakers and has hindered their skills and business development. Funding for productions is therefore central to all the strategies of the KZN Film.

Funding of emerging filmmakers is core to the mandate of the entity and to fast-track the transformation of the

industry at all levels. The entity has three streams of funding: film fund; marketing and distribution fund and audience development fund. With limited funding and increased production costs, the entity always encourages filmmakers to seek assistance from other streams of funding through various partnerships.

Audience development is key to the film industry growth. In 2024/25 financial year, the entity will continue with its focus to access and grow audiences in the rural and peri-urban areas. The entity will also continue to support filmmakers to access markets and be able to distribute their content.

Good Governance

As a public entity, KZN Film prides itself on its ability to promote and achieve good governance and effective and efficient administration. This is supported by its policies, processes and skilled personnel. The continuous improvement of processes and policies to ensure best practices and sufficient segregation of duties will allow KZN Film to ensure that the support given to the industry is effectively implemented within the compliance framework. This also means that all funds that are planned for the development and improvement of the industry are directed as such without any wasteful and fruitless expenditure and with the achievement of an unqualified audit report.

SWOT and PESTEL analysis

During the entity's Strategic Planning Meeting in August 2023, the following issues were identified through SWOT and PESTEL analysis:

SWOT analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Effective and efficient film fund • Efficient and qualified workforce • High Performance-driven culture • Highly agile and responsive • Positive brand reputation • Good stakeholder relations • Availability of locations that attract the film industry • Heritage / Cultural diversity 	<ul style="list-style-type: none"> • The high staff vacancy rate • High turnover of staff • Budget constraints • High rollover due to the multi-year projects in the film industry • Lack of infrastructure • Lack of partnerships with provincial and national entities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Merger with KZN Tourism leads to bigger organisations and more opportunities are created • 4IR -tools to be used in the training and to enhance industry product development • Partnerships with government entities, particularly with the Municipalities to spread the footprint of the film industry • Demand for new content on new digital platforms • Spatial distribution of content and programmes 	<ul style="list-style-type: none"> • The merger might affect the identity of the film sector • 4IR – failure to adapt might render the entity irrelevant • Budgets cuts – limits the programmes and projects that can be undertaken • Fraud & Corruption • Business Forums/associations that seek to be given preference in projects • Fronting and the resistance to transformation

PESTEL analysis – reviewed by the management team

Political	<ul style="list-style-type: none"> • Merger with KZN Tourism. The merger needs political support at the legislative level to ensure that timelines are met. • BRICS partnership. Political partnerships with the BRICS block can increase the footprint of the SA / KZN film industry. • Xenophobia. This needs political intervention as it becomes a threat to visitors and business that plans to invest in the Province. • The political unrest and perceptions of safety in shooting in the province. • Film associations disrupting institutions, similar to the construction industry in KZN and demanding jobs, tenders and awarding of contracts without following due process
Economical	<ul style="list-style-type: none"> • Budget cuts impact output especially funding projects. • Inflation. Inflation affects the rand's value against other foreign currencies. If the rand loses value it makes it expensive to do business. • High unemployment rate (youth). High unemployment amongst the youth would make it difficult to reinvest in the economy. Limited disposable income. • Corruption. This affects confidence in investing in the economy. • Data costs. This inhibits participation in the economy and the rollout of consumption through streaming platforms.
Social	<ul style="list-style-type: none"> • Gender-based violence (GBV) • Crime • Inequality
Technological	<ul style="list-style-type: none"> • Fourth Industrial Revolution /5G tools. • Streaming platforms and distribution platforms for content will change how the industry operates.
Environmental	<ul style="list-style-type: none"> • Green economy / Global warming affects how the industry operates. • Spatial planning, need and desire to spread to other areas in the Province. • Partnering with wildlife stakeholders.
Legal	<ul style="list-style-type: none"> • Need to pass new legislation that deals with Intellectual property, Copyright, Contracts and licencing. • New Act for the newly merged entity. • Change in policies [DOCIT]. • Lack of local content quotas for cinemas and TV.

The medium- and long-term policy environment

The film industry has minimal regulations as the Creative Arts Sector has been largely unregulated. There are processes underway to begin to address the current barriers through policy formulation at a provincial and national level. The National Department of Trade Industry and Competition has developed an impactful policy on the transformation of the industry ensuring that there is transformation across the value chain of film and ancillary services, but must address the efficiency of processing applications and payments. In the province, KZN Film has been working with the Municipalities to encourage a new focus on the film sector through drafting policy frameworks that could be adopted to support the industry in their respective areas.

Priorities relating to women, children, youth, Military Veterans and people with disabilities

KZN Film seeks to accelerate socio-economic transformation and implementation of the empowerment and participation of women, youth and persons with disabilities. To achieve this goal, the entity has set itself targets as follows:-

Film Fund target

The entity aims to spend at least 50% of its funding on women and youth in the following programmes: - film fund, markets and festivals, Incubation, bursaries and short training courses.

Procurement

The targets for procurement spending are Black 72%, Women 40%, Youth 25% and PwDs 2%. KZN Film has set targets of 50% for women and youth in the following programmes: - film fund, markets and festivals, Incubation, bursaries and short training courses. The target of 5% for children relates mainly to screenings, audience development and school programmes. A survey conducted in 2019 on the KZN Film sector revealed that the majority of the audience and workforce in the sector is youth (under 35 years of age). There are also significantly more people from designated groups who are participating in the film sector in the Province notably, in Micro-Budget films. Recent research indicates that KZN Film has had a positive impact on designated groups through KZN Film programmes such as the Made for TV initiative. This trend has to be maintained in the coming financial year to ensure that the sector becomes self-sustainable.

On an annual basis, KZN Film hosts engagements with persons with disabilities during international disability awareness day. During the sessions, KZN Film shares information with people with disabilities and encourages them to participate in the KZN Film programmes. Participants, also get the opportunity to express their challenges that may be deterring them from participating in the film sector.

Spatial Information

The findings of a recent survey (2020) on the locations of the film business in KZN Film revealed that over 56% of the film companies operate from eThekweni Metro. The balance is spread throughout the province in various Districts Municipalities. Due to the skewness of distribution of the projects, KZN Film has taken a decision that going forward projects would be implemented in accordance to District Municipalities.

Challenges

To effectively and efficiently serve the remote areas, the KZN Film will use EDTEA satellite offices and Municipal Forum representatives from different Municipalities to attend to film-related issues at the local level. This will ensure that support and coordination of different activities by KZN Film is effectively undertaken for the local communities. Also, an MOU with the Department of Sport, Arts and Culture (DSAC) is in the pipeline. One of the areas of focus in the MOU is to partner in the use of Arts Centres for audience development initiatives.

Due to a lack of KZN-based training suppliers and facilitators, the viability of a train-the-trainer initiative will be looked at, to capacitate specialised training and development skills within the province. The long-term objectives of the SMME development programmes are to create a positive film ecosystem that sees training and development funds

realised in the creation of a sustainable business that would support local and international film fund initiatives, and in turn, provide opportunities to new entrants into the market.

Emerging priorities and opportunities

Given the lack of regulations, issues such as fair wages, sexual harassment, poor labour practices, and environmental matters are not monitored and are abused. The lack of quota systems further frustrates the opportunity for industry growth. The priority of the sector is now placed high on the government's agenda and the matters mentioned above will be advocated for by KZN Film on the relevant national platforms.

Stakeholders

Several stakeholders, including EDTEA, contribute to the mandate and programmes of KZN Film, namely, the National Film and Video Foundation (NFVF) and Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA), the Department of Trade Industry and Competition (Dtic). Other stakeholders contribute through the signing of MOUs with KZN Film, which assist in reducing the costs of doing business in the province, through their commitment to provide discounts to filmmakers.

Our filmmakers are critical stakeholders whom we consult with to ensure that our programmes are aligned to their needs and achieve the stated objectives and outcomes as outlined in our mandate. Consultations also take place one-on-one with producers and directors when their projects are selected for Monitoring and Evaluation assessments. Local communities are consulted and informed of the various opportunities in the sector and those offered by KZN Film through stakeholder engagement workshops. The communities are key stakeholders as they are our audiences and ultimate consumers of the content that the filmmakers produce.

The institutions of higher learning are also key stakeholders in the province. Universities play the role of teaching and training filmmakers. KZN Film provides bursaries to between twenty and thirty students on an annual basis. The institutions of higher learning are also important as partners in research which is key as a tool to inform KZN Film interventions.

Municipalities, both at the Local and District levels are critical stakeholders in the film sector. They play the role of an implementing agent, and they can provide additional resources and facilities to support the growth of the industry. KZN Film hosts a Municipal Forum twice a year to share the entity's programmes and to enhance the film friendliness of the region.

Overview of 2024/25 Budget and MTEF Estimates

ALL PROGRAMMES SUMMARY						
	R thousand					
Programmes	Audited outcomes		Adjusted Appropriation	Medium-term expenditure estimate		
Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
CEO's Office	11 093	8 984	12 666	9 367	9 807	10 258
Finance and Administration	28 602	26 878	23 144	24 714	25 876	27 066
Marketing and Industry Development	114 040	116 160	93 095	54 703	57 256	59 810
TOTAL BUDGET	153 735	152 022	128 905	88 784	92 939	97 134

Office of the CEO:

The budget for the CEO's office is expected to decrease slightly due to the adjustments that have been made in certain budget line items such as research etc.

Finance and Administration:

The budget for Finance and Administration is also expected to slightly increase in 2024/25 due to staff costs and operational overheads.

Marketing and Industry Development:

The Marketing and Industry Development budget is expected to increase due to staff costs and production funding. The entity has adopted a model that aims to prevent any roll-overs in the business unit. Therefore, most of the allocated funds should be utilized within the planned financial year, with a focus on Made-for-Television projects. These projects are under the entity's control and will ensure that spending is in accordance with the plans. A fund has also been created from 2024/25 to facilitate international productions and investment to the province. This will ensure that productions shoot in the province result in the creation of employment opportunities.

Part C: Measuring Our Performance



5. Institutional Programme Performance Information

5.1 Office of the Chief Executive Officer

5.1.1 Programme Purpose:

The main purpose of the Chief Executive Officer's office is to provide oversight and guidance through delivering on the strategic objectives whilst ensuring compliance within the legislated environment. The functions co-ordinated under this programme include:

- Development of strategies, policies and standards of performance.
- Development of statutory and ad hoc reporting on the performance of the organisation
- Monitoring performance and evaluating the outcomes of the organisation.
- Driving the programme of Governance, Risk and Compliance through Organisational Values, Culture and Leadership.

- Policy and legislation advocacy, drafting and implementation.
- Stakeholder development, networking and engagement to enhance relationships encourage local production and ensure a clear understanding of the mandate and services of the KZN FILM.
- Negotiating and entering into partnerships with various stakeholders to enhance the competitiveness of KZN through film-friendly programmes and to secure additional funding to further enhance and increase our outcomes.
- Overseeing the effectiveness of the functions and operations of the Board and its committees to enhance its governance and oversight.
- Oversee the Internal audit function and risk management of the organisation.
- Conducting research designed to inform future programmes of the organisation
- Managing the Corporate Social Responsibility programme for the organisation.

5.1.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Institutional Excellence	Research papers produced	Number of research papers produced	8	8	6	7	7	7	7

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of research papers produced	7	0	2	3	2

5.1.3 Explanation of planned performance over the medium-term period

The number of research papers to be produced for 2024/25 is expected to remain the same as of 2023/24. Most of the studies would be done internally, as the budget to outsource the studies has been reduced.

5.1.4 Programme Resource Considerations

The budget allocation for the APP target in the CEO Office for the 2024/25 financial year has been reduced. However, as stated above the output/target is not expected to change for the financial year as the focus would be more internal studies rather than external studies.

Overview of 2024/25 Budget and MTEF Estimates

PROGRAMME: CEO's Office						
	R thousand					
Standard Items	Audited outcomes		Adjusted Appropriation	Medium-term expenditure estimate		
Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26	2025/27
Board Costs	1 831	1 740	1 608	1 268	1 327	1 388
Corporate Social Responsibility	224	250	250	250	262	274
Admin & General Expenses	2 499	2 078	1 856	1 480	1 549	1 620
Compensation of Employees	6 538	4 916	8 952	6 370	6 669	6 976
Programme Sub-total	11 093	8 984	12 666	9 367	9 807	10 258

Explanations

The Office of the Chief Executive Officer primarily provides support to the Board and other programs within the entity. As a result, there has been no increases in budget and most of the budget is allocated to the core services.

5.1.5 Updated key risks and mitigations in the Strategic Plan

Outcome	Key Risk	Risk Mitigation
Institutional Excellence	Lack of funding to conduct research that seeks to understand the national and international models	Seek partnerships to leverage funding of national and international research topics
		Develop systems to monitor that recommendations are implemented
	Inadequate implementation of research recommendations by the entity	Include implementation in the key performance areas for management

5.2 Programme Two: Finance and Administration

5.2.1 Programme Purpose

The programme's purpose is to enhance the KZNFILM financial, human resource and information technology administration and reporting capability to ensure service efficiency within the regulatory framework.

Functions co-ordinated under this programme include:

- Financial Management and Reporting -Includes the management of the payment process, statutory financial reporting, management of creditors and debtors, a compilation of the Interim and Annual Financial Statements, management of the internal and external audit and asset management etc.

- Administration support
- Management and Cost Accounting – Includes managing and monitoring the budget of the KZNFILM, costing of special projects, reporting to EDTEA and Provincial Treasury and managing F&A special projects.
- Supply Chain Management – Includes Demand management, Acquisition, Logistics and Disposal management and contract management
- Human Resources Management
- Information Communication and Technology Management – Managing the systems of the KZNFILM, identifying IT needs for the entity, ensuring uptime of servers, internet and telephone systems of the KZNFILM etc.
- Facilitation of Attracting Investments
- Finance and administration is a support function to the rest of the entity and ensures that all processes are in place to enable the achievement of the KZNFILM's objectives.

5.2.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Institutional Excellence	Unqualified audit outcome	Unqualified audit report	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings
An audio-visual industry transformed through training, mentorship, funding and enterprise development	Rand value contracted to the designated group.	Percentage of procurement spend on black business enterprises service providers	114%	Black: 80% Women: 70% Youth: 15% PwDs: 2% Military Veterans: 1% Cooperatives: 0%	72% Black	72% Black	72% Black	75% Black	75% Black

Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Unqualified audit report	Unqualified audit opinion with no material findings	0	Unqualified audit opinion with no material findings	0	0
Percentage of procurement spend on black business enterprises	72%	72%	72%	72%	72%

5.2.3 Explanation of planned performance over the medium-term period

The programme plans to maintain the achievement of the Clean Audit over the MTEF as well as consistently update the controls and processes of the entity to ensure the achievement of the Clean Audit outcome. The entity is also required to ensure certain statutory reports are compiled and submitted to the relevant bodies. Most of these reports are compiled and finalised within the unit. Furthermore, in compliance to Lekgotla resolutions the entity applied a zero-based budgeting approach in the costing and prioritisation of its interventions.

5.2.4 Programme Resource Considerations

Overview of 2024/25 Budget and MTEF Estimates

PROGRAMME: Finance and Administration						
	R thousand					
Standard Items	Audited outcomes		Adjusted Appropriation	Medium-term expenditure estimate		
Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Admin & General Expenses	21 284	12 937	12 832	13 133	13 750	14 382
Compensation of Employees	6 412	13 064	8 912	11 556	12 100	12 656
Capital Expenditure	906	877	1 400	25	26	27
KZN Studio Investment Project	-	-	-	-	-	-
Programme Sub-total	28 602	26 878	23 144	24 714	25 876	27 066

Explanations

As the remote working policy comes to an end, the budget for Administration and General Expenses is expected to increase slightly. This will cover additional expenses such as rental costs for acquiring more floors, telephone bills, electricity, printing, and water bills.

5.2.5 Updated key risks and mitigation in the Strategic Plan

Outcome	Key Risk	Risk Mitigation
Institutional Excellence	Weakened controls due to non-filling of critical permanent positions and skills	Employing fixed-term contract staff as an interim measure
		Staff training and implementation of the effective internal audit function
	Non-compliance due to poor planning	Ongoing training for employees on policies and business processes.
		Constant workshops on new regulations and legislation
An audio-visual industry transformed through training, mentorship, funding and enterprise development	Lack of funding for the ED interventions	Development and implementation of approved programmes with funding
	Lack of commitment from service providers to enterprise development programmes	Induction and contracts of commitment by service providers
	Lack of adequate SMMEs offering services and products required in the Film Industry	Specific intervention is required for disability

5.3 Programme Three: Marketing and Industry Development

5.3.1 Programme Purpose:

The main purpose of Marketing and Industry development is to ensure that there is a consistent and fundamental structural change in the film industry to guarantee transformation. The film industry is untransformed and requires the deliberate and consistent application of programmes designed to bring about permanent and systemic change to the current status quo. The marketing and industry development programmes are designed to bring about that change and ensure diversity and inclusion in their programmes. Job creation remains an important priority as well as enabling the sustainable growth of businesses and building a resident and specialised skills base in the province. Marketing and distribution of content as well as the retention of the IP and ownership of the content produced by filmmakers are the cornerstones to wealth creation and ensuring that companies remain sustainable and individual filmmakers can realise a return on investment in the content they produce.

The priorities of the province are dealt with by this division in terms of:

- Radical Economic Transformation
- Equitable distribution of opportunities
- Inclusive and sustainable growth
- Support and Development of SMMEs
- Priority to Women, Youth, Disabled and African

Functions co-ordinated under this programme include:

Industry Skills Development

A programme that implements skills development for the film industry across the province. The key focus is to support and impart knowledge and skills in the area of film to the designated groups. This is to be achieved by supporting SMMEs through development programmes, facilitating training in scarce skills within the film industry and providing students with bursaries so that they can pursue careers in the film sector. Furthermore, ISD seeks to formalise the training that is provided to emerging filmmakers to be aligned to NQF levels, so that the recipients receive industry-recognised qualifications. Training in the area of specialised skills is also a key focus in ensuring competitiveness and attracting productions to shoot in the province.

The ISD unit at the KZN Film has the most active and vibrant training programmes of any film commission in the country. The range of training programmes addresses the main challenges to growth in the industry, the skills gaps in the film value chain as well as the development of scarce skills. The ISD strategy was developed based on research done on the industry as it is designed to develop skills and talent that directly address the needs of the industry. The flagship Film Industry Transformation Initiative (FITI) programme is an accelerator programme that prepares graduates for the working environment.

Production and Development

Production and Development provide support to various genres of films and TV programmes developed and produced in the Province through the film fund. The primary principle is to develop local content and enable filmmakers to develop and produce their own films. The cornerstones of the film fund are transformation, the development of local content, marketing and distribution of the film to ensure the films reach the desired audiences, ownership of IP to the content produced to ensure the acquisition of wealth by film companies and economic growth in the province. Co-productions with an emphasis on African co-productions are consistently pursued by the film commission to ensure inward investment. The film fund acts as an incentive to attract investment. Diversity of local content is emphasised with a particular priority given to the production of isiZulu content.

The fund has been designed to encourage filmmakers to use locations in KZN and support the local film industry. Funding preference is given to designated groups.

Production and Development acknowledge the significant role played by the Made-for-TV movie industry in the province. In the 2024/25 financial year, there will be an increased emphasis on improving the quality of Made-for-TV movies and developing sustainable production methods.

The film fund is critical in stimulating the economy of the province. The fund has successfully funded local KZN films and films from other provinces as well as co-production films with filmmakers from different parts of the world. The film fund has also leveraged substantial funding to the province through partnerships with national bodies resulting in more of these funds being utilised in the province. The film fund is the main job creator in the industry, particularly in the production phase of a film when a film is being shot, impacting the multiplier effect yielding jobs both in the film industry as well as the service industries for the film. The large volume of projects in development in the film fund is a good indicator that these films will be produced and add to the overall economic growth of the province.

Marketing and Communications

A function that implements the overall marketing and communications strategy in support of the various programmes and initiatives in the KZN Film including community outreach programmes. Marketing and Communications position KZN as the film destination of choice through several platforms such as the media, international markets & festivals, the Simon Sabela KZN Film and Television Awards, and Funded Audience Development film festivals. Marketing segmentation allows for KZN facilities, products and talent to be promoted at key destinations on the world stage as well as on the national calendar.

Audience development is a key project which is used to develop audiences for local content in a highly competitive environment where South African content has to compete with mainstream international content. Information-sharing sessions ensure that people in the province are introduced to the programmes of the Film Commission and enabled to access government programmes ensuring service delivery to the communities. Through information-sharing sessions, communities in the province can interact with personnel from the commission, the personnel are in turn able to explain in detail to communities how the programmes are designed, and the desired output of the programmes and emphasis is placed on how these programmes can be accessed. Marketing and distribution of funded projects are critical for the realization of the entity's support mandate to the industry.

The film fund enables filmmakers to produce their films and retain the rights to their films. Once the film is produced, and ideally as the film is being developed a detailed marketing and distribution plan has to be put in place and implemented

to ensure that the film reaches its desired audience and generates revenue. The issue of IP is a challenge as a large number of filmmakers do not put in the desired effort into the marketing and distribution of their film and are therefore inclined to have a marketing and distribution plan that sells the film to the first bidder who shows interest in the title and often resulting in the filmmakers selling all their rights in perpetuity. Further efforts must be made to educate filmmakers on their rights and the power of IP going forward. The business unit provides a platform, through the Simon Sabela KZN Film and Television Awards that is established to showcase talent in the province, top quality projects developed in support of KZN Film.

Locations and Facilities

The business unit acts as a one-stop shop for all film-related locations and facilities enquiries throughout the KZN Province. The database of locations which is constantly updated with the assistance of a professional photographer, crew and providers of film-related services is compiled in partnership with the Municipalities across the province. The unit is key in promoting inward investment into the province through the hosting of inbound missions or familiarization tours to national and international companies interested in doing business with the province. The business unit also oversees the smooth operation of the cluster through, management of bookings of the facilities, maintenance etc. Facilitation of film production throughout the province and establishment of partnerships through MOUs, that provide incentives to local and international filmmakers. The locations and facilities department has been very successful in securing films to shoot in the province through its facilitation. These films are in most instances not funded by the commission, but are looking for locations in the province and require assistance with permitting and other services.

5.3.2 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
An audio-visual industry transformed through training, mentorship, funding and enterprise development	Screenings, sales and distribution agreements funding and co-production partnerships	% of people selected to attend markets and festivals from the designated groups.	100%	72%	73%	90%	90%	90%	90%
An audio-visual industry transformed through training, mentorship, funding and enterprise development	Funded film Projects	% of film fund projects awarded funding to designated groups	98%	87%	90%	90%	80%	80%	80%
An audio-visual industry transformed through training, mentorship, funding and enterprise development	Funded film Projects	Number of productions awarded funding through KZNFILM film fund funded	14	8	8	2	2	2	2
		Number of Made for TV movies awarded funding in development	21	14	18	8	8	8	8
	Made for TV Projects awarded funding through KZNFILM film fund	Number of IsiZulu Made for TV movies awarded funding in production			New	2	2	2	2
		Number of Made for TV movies awarded funding in production			New	7	7	7	7
	KZN temporary jobs created	Number of temporary jobs created through KZNFilm film fund	165	187	150	160	160	170	170
	KZN temporary jobs created	Number of jobs direct and indirect created in the KZN audio visual industry				New	5 000	10 000	20 00
	Increased access to the national and international markets through joint production and distribution	Partnerships to increase African audiences	Number of co-productions within the African continent	0	0	3	2	2	2
Increased access to the national and international markets through joint production and distribution	International productions shooting in KZN	Number of international co-productions shooting in KZN	0	0	2	2	2	2	2

5.3.3 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of people selected to attend markets and festivals from the designated groups		90%	90%	90%	90%
Percentage of film fund projects awarded funding to designated groups		80%	80%	80%	80%
Number of productions awarded funding through KZNFILM film fund funded	2		2		
Number of Made for TV movies awarded funding in development	8				8
Number of IsiZulu Made for TV movies awarded funding in production	2		2		
Number of Made for TV movies awarded funding in production	7		4	3	
Number of jobs direct and indirect created in the KZN audio visual industry	5 000				5 000
Number of temporary jobs created through KZNFilm film fund	160				160
Number of co-productions within the African continent	2				2
Number of international co-productions shooting in KZN	2		1		1

5.3.4 Explanation of planned performance over the medium-term period

Markets and Festivals

The international markets and festivals offer filmmakers an opportunity to attend various film festivals that take place outside South Africa and locally. The filmmakers can network with filmmakers from other countries so they stay in touch with changes in the industry while forging new relationships either for funding, distribution or co-production.

A target of 90% of filmmakers to attend markets and festivals from designated groups is set for 2024/25. Adequate resources would be set aside to achieve this target. Those selected to attend must have projects that are ready to be sent to the market.

Information sharing sessions

Information-sharing sessions create a platform for the general public to be introduced to the industry and the programmes offered by KZN Film. The focus is generally to attract new entrants as service providers, suppliers, and practitioners. As, in most cases, the industry is about "whom you know", therefore the connections are critical for the

integration of independent filmmakers. Also, information on careers in the industry is shared with the youth at various engagements. The entity has made a conscious decision to ensure that more focus is given to rural and peri-urban communities.

Screenings

The KZN Film Commission Audience Development is an initiative where local content, in particular the KZN films, are screened in communities across the province. The screenings seek to develop a culture of watching local movies among communities. Screenings also provide an opportunity to market local content (local is lekker). The expectation is that when the local communities are exposed to local films, the audiences for local content will grow, and filmmakers will become popular. Actors are provided with an opportunity to build their profiles and fan base, increasing their potential value for future contracts. Screenings also focus on "our local stories", and at times, issues such as social cohesion are addressed. KwaZulu-Natal Film Commission has also made a conscious decision to ensure that screenings take place in peri-urban and rural areas. All these efforts are aimed at building a sustainable audience to consume local content.

KZN FILM also supports the Durban International Film Festival and the Nature Environment and Wildlife Congress through its audience development film fund vehicle.

Percentage of film fund projects awarded

KZNFILM seeks to ensure that the designated groups are always prioritised in all its programmes. A higher percentage of youth and women is always set. This is followed by the mandate to ensure that the KZN film industry is developed, particularly, the emerging filmmakers. However, due to the size of the local film industry, and the fact that the industry requires certain unique skills, most of the time it is not easy to find participants from certain designated groups. Particularly, participants from the community of people with disabilities and war veterans. The entity has put in place programmes such as supplier development and so on, to try and close the gaps that have been identified.

Made for TV movies

The Made for TV programs have been the highlight of the special programs as incredible concepts are developed and produced into riveting stories that the KZN Film hopes will capture the hearts of audiences. Despite the micro-budgets allocated to the filmmakers, the quality and content of these projects have improved tremendously over the years. In general, the KZN Film fund supports stories that resonate with KZN culture and traditions, and must be shot in KZN, promoting the local film locations. For the 2024/25 financial year, the board has resolved to have more projects for Made for TV movies. This will ensure that the entity makes a meaningful impact in terms of job creation, opportunities for growth, and skills development.

Production and development projects

The KwaZulu-Natal Film Commission launched its Film Fund in July 2014. The Fund is for the development and production of television, feature films, short films, animation and documentary content. Since its inception, the organisation has committed a substantial amount towards the development, production marketing and distribution of audio-visual content funding. There are generally more development projects than production projects approved on an annual basis. Most of the production projects are multi-year.

Temporary jobs

The film industry is renowned for its significant contribution to job creation and economic growth. With an economic multiplier of 2.8, it surpasses most other industries that are known to contribute to the GDP. KZN Film aims to create 5 000 full-time equivalent jobs through its investment initiatives by the 2024/25 financial year. This new indicator is an improvement and addition to the indicator which only focused on apportioned jobs created by the film fund.

Co-Productions

International productions are well known for their big budgets. They are important for the injection of cash into the local economy and job creation. With the normalisation of travelling and so on, more international co-productions are expected to come to the province in the coming years.

5.3.5 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited/ Actual Performance	Estimated Performance	Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Enhance socio-economic development of the province through the promotion of heritage and culture	KZN temporary jobs created	Percentage of temporary KZN crew employed on KZNFILM-film funded projects	64%	65%	67%	70%	70%	70%
Increased access to the national and international markets through joint production and distribution	Monetary value of productions brought to the province	Rand value of productions brought into the province			new	R7m	R10m	R15m

5.3.6 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of temporary KZN crew employed on KZNFILM-funded projects	70%				70%
Rand value of productions brought into the province	R7m				R7m

5.3.7 Explanation of planned performance over the medium-term period

KZN temporary crew employed on KZN FILM film funded projects

This indicator seeks to measure the level of skills available in the province and the impact of KZN Film training programmes and interventions. Productions that are partly funded by KZN Film would be required to submit the information that proves the residency of their crew members and whether they have received any form of training or support from the entity in the past.

Rand value of productions brought into the province

This is a new indicator introduced for the financial year 2024-25. The purpose of this indicator is to measure, in terms of the South African currency (rand), all the productions that the entity facilitates to bring to the province. This is a crucial indicator as it will help the entity measure the return on investments made to attract productions to the province.

5.3.8 Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets					
			Audited/ Actual Performance	Estimated Performance	Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Enhance socio-economic development of the province through the promotion of heritage and culture	Bursaries awarded to students	Number of bursaries awarded to students studying film-related courses at tertiary institutions		New	25	25	25	25
	SMME's supported through development programmes	Number of SMMEs supported through development programmes		New	10	40	40	40

5.3.9 Indicators, Annual and Quarterly Targets

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of bursaries awarded to students studying film-related courses at tertiary institutions	25	25			
Number of SMME's supported through development programmes	40				40

5.3.10 Explanation of planned performance over the medium-term period

Industry development

In 2024/25, the SMME incubation programme will be changed to the SMME development programme. This is to ensure that the entity reports broadly on all of the development programmes that it undertakes rather than limit itself to incubation programmes only. The annual target would be increased from 10 to 40 for this indicator.

The Industry Skills Development programmes have a ripple effect in that if done properly they will increase the skills pool and the number of productions in the province. The majority of the skills programmes target the youth who are at school, including out-of-school youth who aspire to pursue a career in film and TV at a post-school institution be it through Sector Education and Training Authority (SETA) programmes or Higher Education Programme(s). The approach is to focus on high-level industry-endorsed or university-endorsed programmes targeting film and TV practitioners. Mentorship programmes form a significant aspect of the training value chain to address the critical industry exposure and hands-on experience for beneficiaries who are entry/aspirant and post-school graduates. The following are some of the key programmes to be embarked upon in the medium term and these programmes were informed by a strategic review of the Industry development strategy flowing from the Provincial Human Resource Development Strategy as well as the recent skills gaps conducted within the industry specifically within the Province.

a) School's Programme

Since few schools are offering subjects relevant and necessary for the foundation of media or film & TV, it is necessary to introduce the concept of digital video production, photography and storytelling at the high school level. This will initiate the necessary career pipeline for school graduates and out-of-school youth by allowing them to enter through this programme into Learnerships, and skills programmes and including or leading to a relevant Diploma or Degree. This is one of the NDP outcomes and it also falls within priority two of the sixth Administration, which talks about "education, skills and health".

b) Industry Endorsed Programmes

The main objective of industry-endorsed programmes is to upskill and provide high-level speciality which will be pitched at the highest level of competency informed by industry best practices and technological advancements. These programmes are to refresh and update the skill set of practitioners or professionals from time to time and will include master classes.

c) The Film Industry Transformation Initiative (FITI)

The KZN Film Industry Transformation Initiative (FITI) aims to increase specialised skills in key areas of the industry value chain that will remain as residents in the Province and become the core team that serves local and international productions.

This ambitious project is the first of its kind in that it aims to develop a brand-new one-year NQF 8 Film and TV Production qualification, along with the training material required. This qualification allows for the imparting of critical skills to graduates by up-skilling them in technical knowledge about the 12-14 heads of departments on sets & locations. This knowledge gives them the edge in their job search and placement in productions

5.3.11 Programme Resource Considerations

Overview of 2024/25 Budget and MTEF Estimates

PROGRAMME: Marketing and Industry Development						
	R thousand					
Standard Items	Audited outcomes		Adjusted Appropriation	Medium-term expenditure estimate		
	2021/22	2022/23		2024/25	2025/26	2026/27
Financial Year	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Marketing Costs	5 745	7 476	9 507	2 988	3 129	3 273
Project: Production & Development	49 945	60 928	31 616	10 943	11 254	11 772
Project: Skills Development, Incubation, Industry Development	9 220	5 889	12 197	5 222	5 468	5 719
Film Industry Marketing Support (Films)	4 830	5 040	4 561	3 856	4 038	4 223
KZNFILM Film Industry Transformation Initiative (FITI)	2 052	1 494	2 160	3 050	3 193	3 340
MICT Seta Learnership Programme/Training	1 172	2 838	2 683	-	-	-
Admin & General Expenses	8 653	6 708	7 470	6 151	6 441	6 737
Compensation of Employees	10 896	16 970	16 742	17 046	17 847	18 668
COVID-19 Relief Fund	11 110	-	-	-	-	-
EDTEA - Women and Youth Funding	7 206	5 602	2 750	-	-	-
Locations Investments	-	-	-	1 709	1 975	1 985
KZN Film Cluster	3 211	3 216	3 408	3 737	3 912	4 092
Programme Sub-total	114 040	116 160	93 095	54 703	57 256	59 810

Explanations

Over the years, the budget for Marketing and Industry Development has increased significantly, with funding being allocated to key industry initiatives. The film fund has also increased, owing to redirection of all savings during the year, given the increased demand for funding and the number of applications being received. In addition to this, the budget reflects the additional funding secured from EDTEA for youth and women projects in previous years.

The 2024-25 budget for production and development and Industry Skills Development appears to have been massively reduced. However, it is important to note that there will be no roll-overs or savings anticipated going forward. The budget shows the projection for the year without any additional savings.

The Marketing budget has also been reduced in the 2024-25 financial year. Some of the marketing activities are to be shared with the stakeholders.

5.3.12 Updated key risks and mitigations in the Strategic Plan

Outcome	Key Risk	Risk Mitigation
Transformed and inclusive film industry in KZN through increased access to KZNFILM programmes	Access to KZNFILM programs is limited to urban areas	Stakeholder consultations and outreach programmes developed to target new local municipalities
		Focused programmes for designated groups
Increased film production in KZN by 30% to create jobs	Lack of projects that meet the required film fund criteria	Outreach programmes for stakeholders to communicate the film fund guidelines and process
		Relook at the requirements for the film fund applications
Increased access to the African market through joint production and distribution	Lack of funding for the film fund. The film fund is consistently being reduced on an annual basis due to budget cuts	Partnerships with like-minded funders are being established to share the production costs
	Perception of South Africa being a xenophobic country leads to limited partnerships	Engagements of African festivals or markets to build a positive brand
An increase in productions (outside Africa) in KZN As a result of marketing the Province	Lack of funding for productions outside of Africa due to budget cuts	In lobbying for funding display the ROI or impact
		Communicate KZN offering at international platforms
	Lack of competitive film industry to attract productions	Partnerships with established service companies to reduce the cost of film production in the Province
		Work with international filmmakers to promote remote collaborations.
Increased participation of KZN crew in productions funded by KZNFILM as a result of training programs and active promotion	Lack of interest from the youth or pupils or targeted group	Develop outreach programs that will include career guidance in the film and TV industry
	Unsuitable service providers to deliver training programmes.	Conduct continuous supply development programs and encourage the full makers to register as service providers with MICSETA and seek the necessary accreditation Through our industry development workshops
	Continuous lack of skilled crew	Provide targeted training lined to industry needs
	Inadequate crew database	Maintain accurate database and communicate to industry

6. Public Entities

The KZNFILM is listed as a Schedule 3C Public Entity. Therefore, there is no Public Entity that reports to the Commission.

7. Infrastructure Projects

KZNFILM, in partnership with EDTEA, began the process of pre-feasibility study for the establishment of studios in the Province. The project has faced challenges in terms of the audit outcome resulting in the project being halted until the legal matters are resolved amicably with the partner appointed. The Film Studio is a critical catalyst to ensure that KZNFILM becomes a leading global destination for film productions.

8. Public-Private Partnerships

The KZNFILM will not be entering into any Public-Private Partnerships as defined by the Treasury regulations. It will, however, have significant partnership agreements with both Public and Private sector partners in terms of leveraging resources and expertise.

Part D: Technical Indicator Description (TID)



Indicator Title	Number of research papers produced
Definition	Research-based on film sector trends aimed at informing planning processes and decision-making and improving service delivery
Source of data	Final research papers/report
Method of Calculation / Assessment	The quantitative calculation is based on a number of papers/reports finalised and signed off.
Assumptions	Researched information will provide a new direction and trends that the sector should adopt.
Disaggregation of Beneficiaries	Target for Women: N/A Target for Children: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Researched papers with recommendations that will be of assistance to management in their planning and decision-making
Indicator Responsibility	Manager: Research and Development

Indicator Title	An unqualified Audit report
Definition	Audit opinion provided by the AG / external auditors after reviewing and auditing the performance information and financial statements
Source of data	Signed Management Letter and Audit Report by AG
Method of Calculation / Assessment	The quantitative calculation, an Audit report provided by external auditors
Assumptions	Good governance and risk management systems will ensure that the entity is properly Managed.
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarter 2
Desired performance	To achieve good governance and adherence to regulations and policies
Indicator Responsibility	Chief Financial Officer

Indicator Title	Percentage of procurement spend on black service providers ¹
Definition	The procurement of goods and services in line with B-BBEE Policy and Preferential Procurement Regulations to empower companies from the designated groups in the province.
Source of data	CSD Reports, Procurement Spent reports, Affidavits of individuals/ BEE certificates, utility bills
Method of Calculation / Assessment	Procurement spending on majority-owned (51%) designated group enterprises as a percentage of total procurement spend
Disaggregation of Beneficiaries	Women: 40% Youth: 20% PwDs: 2%
Spatial Transformation	Procurement of goods and services will come from local service providers.
Calculation Type	Non - Cumulative
Reporting Cycle	Quarterly
Desired performance	72% black:- consolidated target of total procurement spend
Indicator Responsibility	Manager: SCM

¹ Black refers to the BBEEE definition to refer to African, Coloured Indians and African Chinese. In contrast, the designated group is broader and refers to black people, women, people living with disabilities Military Veterans.

Indicator	Percentage of people selected to attend markets and festivals from designated groups
Definition	Supporting people from designated groups to international/national markets and festivals
Source of data	Letters awarded to people from designated groups to attend markets and festivals; ID copies or BEE certificates confirming the designated group
Method of Calculation / Assessment	The number of people from designated groups selected/awarded divided by the total number of awards made
Assumptions	Attending markets and festivals, screenings and workshops will provide an opportunity for filmmakers to sell their products and do more business for individuals
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 20% Target for People with Disabilities: 2%
Spatial Transformation	Applications are received from throughout the Province. Special callouts are done for local festivals such as diff
Calculation Type	Quarterly non- accumulative
Reporting Cycle	Quarterly
Desired performance	Over 80% of people from designated groups be selected to gain access to funding and distribution
Indicator Responsibility	Manager: Marketing and Communications

Indicator Title	Percentage of film fund projects awarded funding to designated groups
Definition	Funding is to be targeted to the people who previously had no opportunities to participate in the film industry.
Source of data	Award Letters from KZN FILM Film fund, BEE Certificates of applicants (companies), ID copies (individual applicants)
Method of Calculation / Assessment	1. Calculate the number of awards made during the year 2. Confirm the number of awards made to designated groups 3. Calculate the percentage of (2)/(1)
Assumptions	More funding to the designated groups will increase the participation of the people from the designated groups in the film industry
Disaggregation of Beneficiaries	N/A
Spatial Transformation	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Job creation and economic growth
Indicator Responsibility	Manager: Production and Development

Indicator Title	Number of productions awarded funding through KZN FILM film fund
Definition	Film productions are funded to promote investments and job opportunities in the Province
Source of data	Signed contracts for the approved projects / distribution agreements
Method of Calculation / Assessment	Number of signed contracts / distribution agreements
Assumptions	Funding projects will create employment opportunities in the Province.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 40% Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	Applications are received from throughout KZN
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Job creation and industry transformation
Indicator Responsibility	Manager: Production and Development

Indicator	Number of Made for TV movies awarded funding in development
Definition	Film developments are funded to promote investments and job opportunities in the Province
Source of data	Signed contracts for the approved projects
Method of Calculation / Assessment	Number of signed contracts
Assumptions	Funding projects will create employment opportunities in the Province.
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 60%
Spatial Transformation	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Job creation and industry transformation
Indicator Responsibility	Manager: Production and Development

Indicator Title	Number of IsiZulu Made for TV movies awarded funding in production
Definition	Local content in the isiZulu language is key in increasing the local content
Source of data	Contracts signed for the production of isiZulu content language (scripts in isiZulu) / distribution agreements
Method of Calculation / Assessment	Number of contracts signed / distribution agreements
Assumptions	Content in isiZulu will increase local audience and ensure that KZN content dominates in major national platforms
Disaggregation of Beneficiaries	Target for Women: 50% Target for Youth: 60%
Spatial Transformation	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Job creation and industry transformation
Indicator Responsibility	Manager: Production and Development

Indicator Title	Number of Made for TV movies awarded funding in production
Definition	Film production projects that are funded to promote investments and job opportunities in the Province
Source of data	Signed contracts for the approved projects / distribution agreements
Method of Calculation / Assessment	Number of signed contracts / distribution agreements
Assumptions	Funding projects will create employment opportunities in the Province.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 40% Target for People with Disabilities: 2%
Spatial Transformation (where applicable)	Applications are received from throughout KZN
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired performance	Job creation and industry transformation
Indicator Responsibility	Manager: Production and Development

Indicator Title	Number of temporary jobs created through KZNFilm film fund
Definition	Jobs are created through the employment of cast and crew on projects funded through film fund
Source of data	Crew list, cost report and bank statements
Method of Calculation / Assessment	A total number of temporary jobs created in the sector through KZNFilm film fund projects paid in the year as a proportion of KZNFilm budget. For KZN crew: (1) Calculate the number of temporary crew employed on KZNFilm-funded projects (2) Confirm the number of temporary KZN crew employed on KZNFilm funded projects (3) Calculate the percentage of (2)/(1)
Assumptions	Funding projects will create employment opportunities in the Province.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 40% Target for People with Disabilities:2% Target of 65% to be KZN crew
Spatial Transformation (where applicable)	N/A
Calculation Type	Accumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Job creation and industry transformation
Indicator Responsibility	Manager: Production and Development

Indicator	Number of jobs direct and indirect created in the KZN audio visual industry
Definition	Jobs direct and indirect created in the KZN audio-visual industry
Source of data	Crew list, cost report and bank statements
Method of Calculation / Assessment	A total number of direct and indirect jobs created in the KZN audio-visual industry through productions facilitated by KZNFilm.
Assumptions	Funding projects will create employment opportunities in the Province.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: 40% Target for People with Disabilities:2%
Spatial Transformation (where applicable)	N/A
Calculation Type	Accumulative (Year-End)
Reporting Cycle	Annual
Desired performance	5 000 Job creation in the industry
Indicator Responsibility	Manager: Production and Development

Indicator Title	Percentage of temporary KZN crew employed on KZNFILM- film-funded projects
Definition	KZN crew members are utilised on KZNFILM-funded projects to ensure sustainable job creation and skills development.
Source of data	Costs reports, proof of payments (bank statements), proof of residence (invoices), ID documents
Method of Calculation / Assessment	(1) Calculate the number of temporary crew employed on KZNFILM-funded projects (2) Confirm the number of temporary KZN crew employed on KZNFILM-funded projects Calculate the percentage of (2)/(1)
Assumptions	Acquiring knowledge and skills will professionalise the film industry
Disaggregation of Beneficiaries	Target for Women: 40% Target for Youth: 50% Target for People with Disabilities:2%
Spatial Transformation	N/A
Calculation Type	Accumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Sustainable job creation
Indicator Responsibility	Manager: Production and Development

Indicator Title	Rand value of productions brought into the province
Definition	KZNFilm aims to attract and facilitate film productions in the province, with the expectation that the companies will spend a significant portion of their budget locally, leading to job creation and economic growth.
Source of data	Cost reports, invoices and proof of payments (bank statements, POPs for payments made)
Method of Calculation / Assessment	Invoices/receipts, cost reports or any other proof of payments for the actual spent in the province.
Assumptions	There would be job creation and provincial economic impact.
Disaggregation of Beneficiaries	Not applicable. Companies will be encouraged to consider vulnerable groups in their employment processes
Spatial Transformation	Not applicable
Calculation Type	Accumulative – year-end
Reporting Cycle	Annual
Desired performance	Sustainable job creation
Indicator Responsibility	Specialist: Locations and Facilities

Indicator	Number of co-productions within the African Continent
Definition	To enter into co-production agreements with filmmakers in Africa to access and develop skills through the partnership
Source of data	African signed co-production agreements between the two parties
Method of Calculation / Assessment	Number of signed co-production agreements between the two parties
Assumptions	Co-productions will lead to an increase in African Audience but do take 2-3 years to be secured
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Accumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Job creation and industry transformation
Indicator Responsibility	Chief Operations Officer

Indicator Title	Number of International co-productions shooting in KZN
Definition	The marketing and promotion of KZN will result in international productions (i.e. outside of Africa) being produced in KZN which will result in job creation, inward investment and skills transfer
Source of data	International signed co-production agreements between the two parties
Method of Calculation / Assessment	Number of signed coproduction agreements between the two parties
Assumptions	International productions will result in job creation, inward investment and skills transfer
Disaggregation of Beneficiaries (where applicable)	Target for Women: n/a Target for Youth: n/a Target for People with Disabilities n/a
Spatial Transformation (where applicable)	N/A
Calculation Type	Accumulative (Year-End)
Reporting Cycle	Annual
Desired performance	Job creation, inward investment and economic growth
Indicator Responsibility	Chief Operations Officer

Indicator Title	Number of bursaries awarded to students studying film-related courses at tertiary institutions
Definition	KZNFILM awards students bursaries to pursue qualifications that are film-related.
Source of data	Signed Bursary Agreements
Method of Calculation / Assessment	Simple quantitative calculation of the number of students awarded bursaries
Means of verification	A simple count of signed bursary agreements
Assumptions	Students who pursue film-related studies would follow a profession of filmmaking, therefore ensuring that the industry is sustainable in the province.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 60% Target for Youth: 90% Target for People with Disabilities n/a 2%
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Accumulative
Reporting Cycle	Annual
Desired performance	More applicants from designated groups would assist the entity in transforming the local industry.
Indicator Responsibility	Manager: Industry Skills Development

Indicator	Number of SMME's development programmes supported
Definition	SMME's are key in the creation of job opportunities and in ensuring that there is continuity and growth in the industry.
Source of data	Signed contracts for SMME's Development programmes
Method of Calculation / Assessment	Simple quantitative calculation on the signed contracts for SMME's Development programmes
Assumptions	Properly developed and supported SMMEs will grow to be independent and sustainable companies that can ensure that the industry grows
Disaggregation of Beneficiaries (where applicable)	Target for Women: 60% Target for Youth: 70% Target for People with Disabilities 1%
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative – year-end
Reporting Cycle	Annual
Desired performance	At least 90% of the companies are expected to be from designated groups so that the entity's transformation target can be achieved
Indicator Responsibility	Manager: Industry Skills Development

Annexure D: District Development Model

Area of Intervention	Short-Term (1 Year APP)			Medium-term (3 years- MTEF)		
	Project Description and Budget Allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners
Industry Skills Development	Bursaries for Tertiary Film Studies (R1.7m)	Applications are received from KZN residents	ISD Manager and NFVF	Bursaries for Tertiary Film Studies (R5m)	Applications are received from KZN residents	ISD manager and NFVF
	FITI Film Graduate programme (R2.034m)	King Cetshwayo, Amajuba, Harry Gwala, eThekweni, uMgungundlovu	ISD Manager	FITI Film Graduate programme R6m	Film graduates apply from KZN	ISD Manager
	Technical Training including Industry Accredited training (Cinematography Drone Technology, Animation and Gaming (R R2.2m) Schools Programme – R404 000	The program would be more likely in Durban	ISD Manager, MICSETA	Technical Training including Industry Accredited training (Cinematography, Drone Technology, Animation and Gaming Schools Programme – R6m	The programme will start in	ISD Manager, MICSETA
		Harry Gwala; Thukela, uMkhanyakude, uMzinyathi	ISD Manager		The targeted DM's are: King Cetshwayo, UGU, iLembe, uMgungundlovu, eThekweni, Zululand, Amajuba	ISD Manager
	NQF level 4 and 5 programmes/ internships Budget depends on external funder	Luthuli Museum level 5 ((MICSETA) Level 4 (R1.4 own budget (Mbazwana -uMkhanyakude	ISD Manager MICSETA funding partner	NQF 5 programmes/ internships Budget depends on external funder (MICSETA) NQF level 4 R4m	Dukuza and (Mbazwana -uMkhanyakude)	ISD Manager MICSETA funding partner
Local Film Screenings	Screening of local content in remote communities (R500 000)	Msinga, Hluhluwe uMtshezi, Nkosazana Dlamini Zuma, Mpendle	Marketing Manager	Screening of local content in remote communities (R1.5m)	Ndwedwe, Maphumulo, Upongolo, Nkandla, Umlalazi, uMshwati, uMgeni, eThekweni, Mandlangeni, Dassenhoeur oKhahlamba, uMziwabantu, Richmond, Dukuza, uMzumbe,	Marketing Manager
Audience Development	Funding of local film festivals and markets where content is screened and filmmakers are provided with industry workshops and platforms to engagement and network (R2m)	The current festivals include: Kwamashu, Jozini, EFA, Pietermaritzburg Applications are received throughout KZN	Marketing manager	Funding of local film festivals and markets where content is screened and filmmakers are provided with industry workshops and platforms to engagement and network (R6m)	The current festivals include: Kwamashu, Jozini, EFA, NEWF Pietermaritzburg	Marketing manager

Annexure D: District Development Model *...continued*

Area of Intervention	Short-Term (1 Year APP)			Medium-term (3 years- MTEF)		
	Project Description and Budget Allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners	Project Description and Budget Allocation	District Municipality and Specific Location / GPS Coordinates	Responsibility/ Project Leader and Project / Social Partners
Industry Development Workshops	Information sharing sessions (R210 000)	eThekwini, uMshwathi, uMadlangeni, Nkandla, uMzumbhe	Marketing Manager	Information sharing sessions (R630 000)	eThekwini, Maphumulo, Ndwedwe, Msinga, uMtshezi, Okhahlamba, Dassanhouer, Manguzi, Hlabisa, Phongolo, Dlamini Zuma; Ray Nkonyeni, Richmond, Mpendle	Marketing Manager
SMME Development	The intake would be in the 2022/23 financial year. R1.595M	Companies are invited across the province. Incubation to take place outside of eThekwini, Pietermaritzburg has been earmarked	ISD Manager	Incubation programme for film companies R1,595,000	All District Municipalities and the Metro	ISD Manager
Film Production Funding	Provision of funding for development and production (R9m)	Applications are received from filmmakers from KZN	Productions Manager	Provision of funding for development and production (R27 m)	Applications are received from filmmakers from KZN	Productions Manager
Social-Economic Development	Provision of early childhood educational support (R250 000)	Applications are received from NGOs from KZN	CEO office	Provision of early childhood educational support (R600 000)	Applications are received from NGOs from KZN	CEO office
Film Infrastructure	KZNFILM Cluster providing office space and facilities to filmmakers (R3m)	eThekwini	Facilities Specialist	KZNFILM Cluster providing office space and facilities to filmmakers (R9m)	eThekwini	Facilities Specialists
	Satellite clusters providing basic services to filmmakers (R100 000)	Port Shepstone, Richards Bay	SmartXchange, 1KZN	Satellite clusters providing basic services to filmmakers (R300 000)	Port Shepstone, Richards Bay, KwaMashu	SmartXchange, 1KZN



