



NATIONAL FILM AND VIDEO FOUNDATION (NFVF)

STRATEGIC PLAN

01 APRIL 2025 - 31 MARCH 2030



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



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INTRODUCTION

1.1 Foreword by the Chairperson of the Council

It is with immense focus and determination that I present the 2025 – 2030 Strategic Plan for the National Film and Video Foundation (NFVF). Over the next five (5) years, our mission is to reinforce operational excellence, ensure transparency, and channel resources into impactful and sustainable initiatives that not only grow the South African film industry but also create lasting value for its participants.

The South African film and Video industry holds immense potential, but realizing this requires a clear commitment to accountability, strategic decision-making and fostering the right behaviours among industry players. This Strategic Plan places a firm emphasis on strengthening governance, investing in sustainable projects, and providing the industry with the insights and guidance it needs to thrive in a competitive global landscape.

At the heart of this strategy is our dedication to laying the foundation for an industry that is resilient, self-sustaining, and globally recognised. Through proper accountability, targeted funding, and partnerships with the right organisations, we aim to cultivate an ecosystem that prioritises impactful storytelling while building an industry that contributes meaningfully to South Africa's economy.

Key Strategic Objectives

- Improve operations by establishing clear, efficient processes that promote transparency.
- Encourage responsible industry behaviour by ensuring funding and support are directed toward projects with long-term sustainability.
- Guide the industry through evidence-based research, insights, and practical recommendations.
- Elevate South African voices on the global stage by increasing vis-

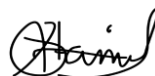
ibility at international platforms.

- Build strategic partnerships that align with the NFVF's vision for sustainability and growth.
- Prioritize inclusivity by ensuring that Previously Disadvantaged Individuals (PDI) and persons with disabilities are fully integrated into funding and development programs.
- Conduct an organisational review to ensure NFVF is fit-for-purpose and aligns with industry needs.
- Strengthen the industry's contribution to job creation, GDP growth, and cultural diplomacy by positioning film as a key driver of economic and social transformation.

Our mandate remains centered on empowering South African filmmakers and fostering an inclusive industry that reflects the diversity of our nation. While maintaining our commitment to past successful initiatives, we are also shifting towards a more sustainable, impact-driven funding

model that prioritizes high-value investments, strategic partnerships, and long-term industry growth. This Strategic Plan is not a wish list of possibilities but a realistic, actionable roadmap to achieving meaningful transformation.

I invite all stakeholders, partners, and industry participants to join us in this journey of rebuilding trust, fostering accountability, and positioning South Africa as a leader in global cinema. Together, we will ensure that the NFVF not only meets but exceeds its obligations to the industry.



Saudah Hamid
Chairperson
National Film and Video Foundation

1.2 Accounting Officer Statement

Introduction

The NFVF is pleased to share the 2025 - 2030 Strategic Plan. Despite, all the challenges, we remain focused on delivering on our mandate of growing and developing the South African film industry, while affording opportunities to the previously marginalised and disadvantaged individuals to participate in the film industry. Our mandate is well harmonised with our values of Integrity, Respect, Equitable, Innovation, Collaboration and Service-Centric, and NFVF will ensure the use of technology and innovation to optimise processes and outcomes related to NFVF’s services.

Addressing Capacity Constraints and Funding Challenges

The NFVF operates in an industry experiencing dynamic shifts, driven by the fourth industrial revolution (4IR). The evolving means of content production and distribution have significantly influenced audience consumption patterns. Within this landscape, the NFVF faces key challenges, including resource constraints, a fragmented industry, and limited funding. As demand for financial support continues to grow, a strategic shift is necessary to maximize impact.

To address these challenges, the NFVF will prioritize fewer high-impact productions by allocating commensurate budgets rather than distributing multiple smaller grants. This approach will enhance local and international exposure for funded productions, attract private investment, and improve industry sustainability. Additionally, we will implement a structured mentorship model, pairing emerging Tier 2 and Tier 3 filmmakers with experienced Tier 1 practitioners building a pipeline of filmmakers through peer support. This initiative will provide aspiring filmmakers with practical experience, enhancing their skills and preparing them for meaningful industry contributions and exposure.

While the NFVF remains committed to funding film festivals, bur-

saries, and transformation initiatives, we will also optimize partnerships with government entities, commissions, and private investors to ensure the long-term financial sustainability of the industry. The establishment of the planned National Film Fund will further support this strategic shift by creating a dedicated resource pool for South African filmmakers. Despite no significant increases in funding in recent years, the demand for NFVF support continues to grow. Moreover, additional funding required by filmmakers is often administered by external entities such as commissions and government departments, making it challenging to secure complementary funding. The establishment of the National Film Fund will provide a larger pool of resources, enabling broader industry participation and coordinated financial support.

Achievements and Continued Commitment to Industry Growth

Despite budget constraints, the NFVF has made meaningful contributions towards job creation and capacity building within the industry over the past 5 years. The NFVF continues to fund bursaries, support young filmmakers, and promote transformation initiatives in collaboration with key partners, the organisation has managed to improve in the delivery of its 2020-2025 strategic plan as per the following:

	FINANCIAL YEAR	ENTITY PERFORMANCE SCORES
1.	2019/20	73%
2.	2020/21	78%
3.	2021/22	93%
4.	2022/23	95%
5.	2023/24	100%

While challenges such as limited audience access to films and inadequate private sector investment persist, the NFVF has achieved key milestones, including unqualified audit opinions and the successful implementation of the Female & Youth Filmmaker Slate projects responding to Government priorities on women and youth within the



industry. The Youth Slate program enables film school graduates to produce their first professional short films, providing them with credible experience. Under the new strategic direction, these programs will be integrated with high-impact funded productions to ensure that emerging filmmakers gain valuable mentorship from industry leaders.

We remain committed to skills development and continue to fund bursaries for aspiring filmmakers, including postgraduate studies at international institutions for specialized programs not yet available locally ensuring competition on a global scale. To enhance sustainability, the NFVF will collaborate with private institutions and co-funding bodies to expand access to training opportunities while optimizing state resources. The revised bursary framework will prioritize critical industry skills and incorporate structured placements within funded productions to provide hands-on learning experiences as informed by research and sector skills plans to ensure evidence-based planning.

The NFVF has historically supported key national film festivals and markets, such as the Durban International Film Festival, Durban Film Mart, and Encounters International Film Festival. Moving forward, our festival support strategy will be refined to ensure maximum local and international exposure for South African productions, enhancing industry collaboration, attracting investment, and promoting long-term industry recognition. The key to informing collaboration at various levels is the National Development Plan 2030, the Cultural and Creatives Industry Master Plan (2022) at the country level, the Africa Free Continental Trade Agreement, the Sustainable Development Goals (2030) at the continental level and a global level, all the bilateral and multilateral partnership agreements as well as the treaties that South Africa has entered into.

During the COVID-19 pandemic, the NFVF introduced initiatives that have since become integral to its annual performance targets. One such initiative is the public screening grant, which initially aimed to sustain film consumption while adhering to social distancing measures. Given its success, this grant has been formalized in the NFVF's fund-

ing policy, providing Tier 2 and Tier 3 practitioners with opportunities to develop their skills while expanding access to South African films in remote areas.

Furthermore, the NFVF ensured the successful execution of the South African Film and Television Awards (SAFTAs) throughout the pandemic. While many international award platforms paused their operations, the SAFTAs continued as hybrid productions from 2021 to 2023 (SAFTAs 14, 15, and 16) before returning to in-person events with SAFTAs 17 in 2023. The 18th edition of the SAFTAs coincided with South Africa's 30 Years of Democracy, celebrating Mzansi's storytelling heritage under the theme "Back to Basics: Celebrating Mzansi's Golden Narratives."

By focusing on impact over volume, NFVF is aligning its initiatives with a more strategic, investment-driven approach that strengthens industry development, mentorship, and international positioning. This will ensure that South Africa's film sector remains globally competitive and continues to contribute meaningfully to the national economy.

Supply Chain Management and Governance

The NFVF maintains robust governance processes to ensure the efficient execution of its mandate. While supply chain management has historically been a strong point, past challenges due to inadequate planning have been addressed through strengthened internal controls. These improvements will minimize disruptions and enhance operational efficiency moving forward. Also, the continuous review of key operational policies would be critical in responding to the changing environment within which the NFVF operates as well as the changing needs of the film industry. The NFVF Council, its Committees, and the Audit Committee continue to oversee governance across the organization, ensuring accountability, compliance with regulatory standards and transparency.

Acknowledgements

I wish to express my heartfelt thanks for the support the NFVF has received from the Ministry and Department of Sport, Arts and Culture (DSAC) and we are called upon to rethink, re-imagine, and repurpose the NFVF as well as its service delivery model and a fit-for-purpose structure to drive the new strategy, ensure the revival of the industry and continued support. I welcome the initiatives taken by the shareholders, the DSAC, broadcasters, and other government departments and stakeholders that provided support to the film industry. I further extend my appreciation to the industry at large including the professional industry organisations that operate within the film and video sector for their support and contribution to the industry.



Ms. Abigail Thulare
Acting-Chief Executive Officer
National Film and Video Foundation


It is hereby certified on 31 January 2025 that this Strategic Plan:

- Was developed by the management of the National Film and Video Foundation;
- Takes into account all the relevant policies, legislation and other mandates for which the National Film and Video Foundation is responsible;
- Accurately reflects the strategic outcome-oriented goals and objectives which the National Film and Video Foundation will endeavor to achieve over the period 2025- 2030.

Yolanda Ncokotwana
HOD: Industry Development


Signature: _____
03 March 2025

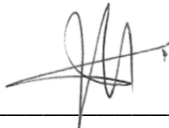
Onke Dumeko
HOD: Operations


Signature: _____
03 March 2025

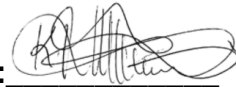
Neliswa Bam
HOD: HR

N'Bam
Signature: _____
03 March 2025

Skhumbuzo Mvelase
Manager (Stakeholder Relations)


Signature: _____
03 March 2025

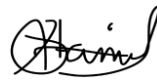
Peter Makaneta
Chief Financial Officer


Signature: _____
03 March 2025


Abigail Thulare
Acting-Accounting Officer


Signature: _____
03 March 2025

Saudah Hamid
Chairperson


Signature: _____
03 March 2025

Gayton McKenzie
Minister


Signature: _____
03 March 2025



2. PART A: OUR MANDATE

2.1. Legislative and Other Mandates

This constitutional provision emphasises the right to artistic expression of citizens similarly as other rights that makes our country a celebrated constitutional democracy with a strong human rights positioning. For this reason, creatives media, as envisaged in our Constitution, are concurrent functions that are performed as a national and provincial competence; in terms of our three-tier system of government.

Section 16 (1) (c) of the Bill of Rights emphasises the importance of artistic expressions by declaring, “Everyone has the right to freedom of expression, which includes: freedom of artistic creativity and by extension the NFVF has a legislative mandate to ensure that everyone has the right to freedom of expression”.

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

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

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



2.2. Legislative Framework

- Section 23(1) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996);
- Public Finance Management Act 1 of 1999;
- National Film and Video Foundation Act 73 of 1997;
- Culture Promotion Act 35 of 1983;
- Preferential Procurement Policy Framework Act 5 of 2000;
- Broad-based Black Economic Empowerment Act 53 of 2003;
- Intergovernmental Relations Framework Act 13 of 2005;
- Promotion of Access to Information Act 2 of 2000;
- Promotion of Administrative Justice Act 3 of 2000;
- Protection of Personal Information Act 4 of 2013;
- King IV Code of Governance;
- Generally Accepted Principles of Compliance Framework; and
- Any other relevant law of the Republic of South Africa.

2.3. Institutional Policies

The National Film and Video Foundation (NFVF) is regulated by the following policies:

- Human Resource Policy Manual;
- Approved Supply Chain Management and Related Policies;
- Conflict of interest policy;
- Ethics Policy;
- Finance Policies and Procedures Manual;
- Fraud Prevention and Procedures Manual;
- Gifts and Hospitality Declaration Policy;
- NFVF Language Policy;
- PAIA Manual;
- Social Media Policy;
- Whistleblowing Policy.

PART B: OUR STRATEGIC FOCUS

3.1. VISION

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

3.2. MISSION

Pioneering industry growth by providing funding solutions, enacting policy measures, conducting industry research, developing skills, and serving as a gateway for collaboration, both locally, (regionally) and globally

3.3. VALUES

- Integrity;
- Respect;
- Equitable;
- Innovation;
- Collaborative;
- Service Centric

3.4. Situational Analysis

The NFVF will actively engage underserved communities, schools, and rural areas, build strong stakeholder relationships, and measure their impact, that includes facilitating collaborations and partnerships on funding programmes, projects, and sector activities. The NFVF need to enhance financial support for the industry by streamlining funding processes, making them transparent and responsive, while reallocating the budget to prioritise essential tools like Praxis over corporate structure. The film and video industry are labour intensive and therefore is one of the industries that, if well supported by the

government and the private sector, can contribute extensively towards the creation of jobs. Furthermore, it possesses considerable export potential and an untapped local market. The industry has a unique labour and economic structure in that the overwhelming majority of economic activity is done by small entrepreneurial organisations. The bulk of the workforce consists of independent contractors that are employed based on talent, technical skills and experience. Given the ad hoc nature of the film industry, coupled with the seasonality of exhibition, broadcast and streaming schedules, the jobs in this sector are generally not permanent even for the most capable individuals who may have high but irregular incomes.

In the 2024/25 fiscal year, women and young graduates with at least two years of industry experience continued to benefit from our Youth and the Female Filmmaker Slates Projects, which were designed specifically to address the NFVF's drive to transform the industry and create opportunities for Previously Disadvantaged Individuals (PDIs). Under these programmes, ten women were able to develop and direct their films under the guidance of two experienced female-owned production companies, in that they will soon see their work showcased on different platforms, and ten young graduates have completed the development and production of their scripts under the tutelage of an experienced production company. Furthermore, NFVF's ongoing implementation of the Presidential Employment Stimulus Programme (PESP) continued to provide much needed support as the industry recovered from the impact of the COVID -19 pandemic, resulting in the cumulative disbursement of over R450 million and the creation of over 50 000 jobs.

The NFVF is dependent on the DSAC for any regulation or legislative intervention as only the department has locus standi to introduce government legislation and policy changes in Parliament. Unfortunately, some planned policy and legislative proposals have not yet been implemented.

Whilst technical advances are making strides in the fourth industrial

revolution, in South Africa, we are still faced with limited access to the latest technologies, especially in the production space, mostly hampered by limited budgets. There has been little new investment in local infrastructure, which has hampered growth in areas such as post-production, animation and new media.

3.5. External Environment Analysis

The NFVF operates in an ever-changing external environment influenced by multiple factors that impact its strategic direction and operations. Key external factors include but are not limited to;

- The rapid growth of digital production and distribution sector
- Outdated legislation, such as the NFVF Act), which requires revision to align with industry advancements and emerging challenges.
- Persistent challenge of piracy, which undermines revenue streams for filmmakers and production companies.
- The impact of Artificial Intelligence (AI) on job security;
- The evolution of the creation and distribution of content driven by technological advances in streaming on electronic devices;
- Broadband and high data prices, which continue to limit accessibility to digital platforms, particularly for independent filmmakers and underserved communities.
- Cinema audiences are shrinking – this is exacerbated by high unemployment rates, increased expense and inadequate cinema theatre access;
- Barriers to effective content distribution, restricting the commercial success of locally produced films both domestically and internationally.
- The increased investment in local content production by commercial broadcasters and the contrasting decrease in investment in local content by the public broadcaster
- High production costs
- The impact of global economic shifts on foreign investment in South Africa productions, affecting co-production opportunities

and distribution deals.

3.6. Internal Environment Analysis

In the past five financial years, the National Treasury cut our budget by an accumulated R30 million between 2021/22 to 2023/24, resulting in the entity having to review and adjust its targets accordingly. Since the NFVF Act was enacted in 1997, the entity has had to operate with only 25% of its budget allocation, a model that has proven unsustainable given rising operational costs and increasing demands on the organization.

During the 2024/25 financial year, the 25% allocation is R38 million, of which R35 million is allocated for employee costs, leaving only R3 million, of which half of it is allocated for the Council Honorarium. As a result, the entity cannot pay for its office accommodation (R2.8 million), audit fees (R1,3 million), and other operational costs totaling up to R15 million. Over the years, the entity has had to rely on its retained surplus funds to pay for its operational costs a strategy that is not financially viable in the long term.

To address financial sustainability, management is preparing a business case for Council approval. This business case aims to review the NFVF's

funding model to ensure long-term sustainability and proposes the establishment of a Film Fund, as outlined in the NFVF Act, to attract private sector funding for strategic film projects. However, the successful implementation of this initiative will require strong governance structures and financial oversight to prevent inefficiencies and ensure optimal fund utilization. If approved, the Film Fund and its governance framework are expected to be operational by the third quarter of 2025/26, positioning the NFVF for long-term financial sustainability and reducing its reliance on retained surplus funds to meet operational needs.

The NFVF has traditionally funded a high number of productions with

relatively small grants. While this model increased industry participation, it often resulted in lower production quality, incomplete projects, and limited commercial success. The approach spread resources thinly across multiple projects, reducing overall industry impact and limiting the ability to provide full-cycle support from development through to marketing and distribution. Additionally, the lack of dedicated funding for post-production and marketing has contributed to limited visibility for NFVF-funded films in both local and international markets. To ensure greater industry impact, the NFVF is transitioning from funding many small-budget productions to supporting fewer, high-impact projects with larger budgets. This shift will improve production quality, enhance market viability, and strengthen South Africa's position in the global film industry. While this shift prioritizes fewer high-budget productions, youth and women filmmakers will continue to receive dedicated support through targeted funding streams, mentorship initiatives, and alternative distribution opportunities. The NFVF will protect transformation-focused funding, ensuring that emerging filmmakers do not lose access to industry support. The NFVF has made significant progress in strengthening governance and operational efficiency, ensuring compliance, transparency, and accountability in line with statutory requirements. T

he organization has maintained an unqualified audit opinion for three consecutive years, demonstrating its commitment to sound financial management. However, challenges have emerged in accounting for grant provisions, prompting the NFVF to automate the grant funding schedule and integrate it with the Sage accounting system to eliminate human errors that previously resulted from the use of non-automated operating systems. Additionally, the payroll system has been automated, ensuring greater data accuracy and reliability. These initiatives reflect the NFVF's continued efforts to enhance financial oversight and improve operational efficiency.

The critical focus over the next five years will be the implementation of stronger cost management measures, increased leadership accountability, and enhanced financial discipline to prevent recurring





funding crises. The organization must transition towards a more sustainable financial planning model, ensuring that resources are effectively allocated to its core mandate of supporting the film industry rather than being consumed by excessive internal costs. The NFVF recognizes the importance of building institutional capacity and will continue to invest in the training and development of skills targeted at identified deficits. Retention of critical staff will be a key priority to maintain continuity and strengthen internal divisional collaborations and succession planning. Fostering high-performance teams and leveraging individual expertise will be central to achieving the NFVF's strategic objectives over the next five years.

Other weaknesses to be addressed include:

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

PART C: MEASURING OUR PERFORMANCE

4.1. Institutional Performance Information

4.1.1. Production and Content Development

Content development is the foundation of the NFVF's mandate, ensuring that South Africa's film industry receives financial and technical support to develop high-quality, market-ready productions. While the volume of local productions contributes to industry sustainability, the NFVF recognizes that the quality, commercial viability, and global competitiveness of these projects are equally critical. To enhance South Africa's global standing and ensure a return on investment, the NFVF is shifting its funding strategy to prioritize high-impact, larger-budget productions with strong market potential.

Over the past five years, NFVF's funding efforts, alongside the Presidential Employment Stimulus Programme (PESP), have played a pivotal role in maintaining production levels despite financial constraints. While PESP funding provided temporary relief, it did not prioritize quality or long-term industry sustainability, limiting its ability to foster a self-sufficient, commercially viable film sector. Many projects supported under PESP were unable to generate future revenue or contribute to a financially stable industry ecosystem.

The demand for NFVF funding has grown exponentially, with applications increasing by 300% over the past five years, while Treasury and DSAC budget allocations have continued to decline. This funding gap has created tension within the industry, as NFVF has struggled to support the rising number of filmmakers seeking assistance. To be internationally competitive, South Africa needs to produce 80 to 100 feature films annually, a target that remains out of reach under current funding models.

4.1.1.1. Strategic Shift in Funding Approach

To address these challenges, NFVF will transition from a high-volume, small-budget funding model to a tiered, impact-driven strategy, ensuring that funding is distributed across different production levels while maintaining industry transformation and skills development priorities. This approach includes funding for fewer but larger-scale productions aimed at global markets and box office success, while sustaining multi-project funding for established production companies to ensure a continuous content pipeline. Support for emerging filmmakers, youth, women, and filmmakers living with disabilities remains a priority, ensuring transformation is embedded within the new funding model. Additionally, NFVF will strengthen South Africa's global market positioning by increasing participation in international film festivals and enhancing distribution networks.

To improve the quality of funding applications, the NFVF will introduce a structured pre-funding training program for documentary and film

applicants, covering:

- How to submit a professional funding proposal.
- Business planning & budgeting.
- Compliance with NFVF funding criteria.
- A panel of industry insiders to provide applicant feedback.

4.1.1.2. Key Interventions

The NFVF will prioritize high-budget productions that are commercially viable and market-ready. Funding will be granted in structured phases, ensuring that projects undergo rigorous market-readiness assessments before receiving full investment. Each funded project will be required to integrate emerging filmmakers and small-to-medium enterprises (SMMEs) to enhance skills transfer and industry development.

International co-productions will be a key driver in securing alternative sources of financing, expanding collaborations with India, Brazil, Canada, the Netherlands, and other strategic partners. Bilateral agreements will be leveraged to provide South African filmmakers with access to global financing programs and production expertise.

The NFVF will enhance skills development by ensuring all funded projects include structured mentorship programs. Bursary students and emerging filmmakers will be linked with active productions to gain hands-on experience, fostering a sustainable pipeline of industry talent.

Our selection of international film festivals will be guided by their ability to deliver a measurable impact in advancing South Africa's film industry. Each festival we engage with must support our strategic objectives to enhance global visibility and market access for South African films, strengthening international partnerships to attract investment, and providing filmmakers with exposure, training, and networking opportunities to support industry growth.

To strengthen South Africa's digital presence, NFVF will negotiate better placement deals with streaming platforms like Netflix, Amazon, and Disney+.

Documentary and special projects funding will be renewed with a focus on archival storytelling, indigenous histories, and socially impactful themes. NFVF will seek expanded partnerships with international documentary funds and broadcasters to enhance exposure and sustainability for documentary filmmakers.

4.1.2. Skills Development and Training

The NFVF has identified major skills gaps that continue to hinder the development of the film and video industry. Deficiencies in screenwriting, directing, and executive producing, particularly among previously disadvantaged individuals, limit the industry's ability to create commercially viable films. Additionally, there is a shortage of professionals equipped with the financial knowledge required to secure alternative funding, manage their grant and successfully distribute their films. Addressing these challenges over the next five years is crucial to ensuring the growth and transformation of the industry.

To bridge these gaps, NFVF is integrating skills development into every stage of the funding process. All large-scale funded projects will be required to include emerging filmmakers in production teams, ensuring hands-on experience for new entrants. Bursary recipients will be placed on active productions to transition from education to professional practice.

NFVF will also expand international training and mentorship partnerships, collaborating with major global film training institutions, film festivals, and industry leaders to provide South African filmmakers with world-class mentorship opportunities. Initiatives such as the Blue Ice Production Mentorship (Toronto, Canada), the Zanzibar Film Festival Co-Production Initiative, and the Annecy International Animation Training Program will be expanded to reach more filmmakers.

To improve the quality of funding applications, the NFVF will introduce a structured pre-funding training program for documentary and film applicants, covering:

- How to submit a professional funding proposal.
- Business planning & budgeting.
- Compliance with NFVF funding criteria.
- A panel of industry insiders to provide applicant feedback.

Strengthening content selection criteria to ensure funded projects are culturally and socially relevant. A partnership-driven approach will also see NFVF working with private sector players, including film studios, production houses, and media companies, to create structured internship and apprenticeship programs. These collaborations will focus on building capacity in technical roles, production management, and financing strategies, ensuring a broader range of skills are developed within the sector.

Through a combination of bursary programs, production-linked training, international mentorships, and private sector collaborations, the NFVF aims

to build a highly skilled, competitive, and financially sustainable film industry that supports both emerging and established filmmakers.

4.1.3. Governance, Compliance and Research

Governance, Compliance and Research is tasked with conducting research to enable it to provide the organisation with comprehensive and accurate information on the film and video industry, thereby allowing it to make policy recommendations to the NFVF Council. Research conducted also provides critical information and key performance indicators for the South African film and video industry. Governance, Compliance and Research have grown in importance and focus on the broad strategy of the NFVF. In a growing market, with a matching demand for South African products,

NFVF's research division will track industry trends and funding impact:

- Bi-annual industry reports analyzing audience engagement, and filmmaker success rates.
- Research-driven refinements in funding and mentorship priorities.
- Data-sharing partnerships with broadcasters and streaming platforms to monitor demand.
- Introduce an industry analytics dashboard to monitor project outcomes and guide future funding.

The NFVF's Research unit started producing research reports in 2010, where the NFVF. Over the years, the quality and volume of research produced by this small unit has grown significantly, where studies such as the Economic Impact Assessment Report, Audience Development Reports, Box Office Reports and Co-Production Reports have periodically been reviewed to bring fresh insights to life about the performance of films, consumer behavior and international collaborations. The introduction of research reports such as the Transformation Study, Skills Audit and Gender Matters Study have sought to unpack the state of developmental and socio-economic issues affecting the industry.

The NFVF is committed to using research to guide funding decisions, refine policies, and help the film industry better understand market demands to produce commercially viable films. While NFVF research is widely referenced in Honours, Masters, and MBA theses at institutions of higher learning, the organization aims to apply these insights more strategically to shape grant funding, industry priorities, and content development.

To ensure compliance to the regulatory environment, as part of its operations the NFVF has managed a universe of policies, charters and Terms of Reference (ToR's) which have ensured that the NFVF delivers on its objectives, while tracking the NFVF's compliance to the

regulatory universe and relevant legislation and anchoring sectoral information management. In the past 5 years, the NFVF has reviewed its funding policy and created new policies to ensure that the NFVF is compliant with the latest legislation such as the Promotion of Access to Information (PAIA) Manual, Conflict of Interest Policy, Funding Advisory Panel Terms of Reference and Remote Working Policy.

4.1.4. Marketing and Distribution

Marketing and Distribution, as the monetization process of filmmaking, is a critical component of the filmmaking value chain. The success of a film hinges on its awareness and accessibility to audiences. Regardless of the investments made in the value chain, failing to support filmmakers at this stage undermines the entire process. To address this, the NFVF's funding policy has been revised to ensure that Marketing & Distribution funding is available at the script development stage. This proactive approach enables filmmakers to initiate marketing and distribution efforts early rather than waiting until trailers often of insufficient quality are produced, making it difficult to secure strong distribution deals.

Effective marketing directly influences theatre attendance, box office performance, and ultimately, the sustainability of filmmakers. A higher turnout at cinemas results in better financial returns, reducing filmmakers' reliance on grant funding. Despite the decline in theatre attendance in recent years, largely due to the COVID-19 pandemic, international films have led the recovery of feature films through substantial marketing budgets. However, within South Africa, marketing remains an exclusive industry, where specific genres receive priority and subsequently yield the highest profits over time.

The rise of streaming platforms has introduced new opportunities for local producers, with international platforms such as Netflix increasing their investment in original content. Local platforms, including Showmax, have followed suit. However, abrupt changes such as Amazon's exit highlight the volatility of these investments and the devastating

impact such disruptions can have on an industry striving for sustainability.

Marketing and Distribution efforts also focus on developing and managing strategic partnerships at local, continental, and international levels to support NFVF programs. These initiatives aim to enhance the visibility of South African films globally while fostering national and international collaborations that strengthen the industry's ecosystem. This approach aligns with the strategic shift towards prioritizing larger, high-impact productions that integrate funding across all streams, including Production and Content Development, Skills Development, and Marketing and Distribution. By doing so, the NFVF ensures that funding is utilized to drive sustainable, globally competitive filmmaking that elevates South Africa's presence in the international film market.

4.1.4.1. Film Festival and Market Support

Over the past five years, the NFVF has played a crucial role in supporting key film festivals, which serve as essential platforms for industry engagement and market access. Notably, the Durban International Film Festival and the Encounters International Film Festival have been central to fostering industry growth and exposure.

The NFVF has also provided substantial support to major film markets in South Africa, particularly the Durban Film Mart and MIP Africa/Fame Week. The NFVF has strengthened its presence at these events through dedicated pavilions, sponsored masterclasses and sessions, closed and open pitching opportunities, and financial support for filmmakers to attend through the Film Festival and Market Attendance Grant. Additionally, through Stream 2 of the Presidential Employment Stimulus Programme (PESP), the NFVF has supported the DFM Access Programme, a precursor to the Durban Film Mart. This initiative equips emerging filmmakers with the necessary skills to successfully pitch their projects at the market.

A significant milestone at the 2024 MIP Africa Fame Week was the



NFVF's recognition for having the best stand in the entire market—an achievement that placed it ahead of major industry players such as MultiChoice, Primedia, and Paramount.

The NFVF has also provided grant funding to several key film festivals and markets across South Africa, ensuring an equitable distribution of opportunities in alignment with the strategic focus on fostering high-impact productions that support long-term industry growth.

Supported events include:

- Mpumalanga International Film Festival (Mpumalanga)
- Rustenburg International Film Festival (North West)
- Cape Flats Film Festival (Western Cape)
- Silwerskermfees (Western Cape)
- Films of the North (Limpopo)
- Cherry Film Festival (Free State)
- ECDC Film Week (Eastern Cape)
- Northern Cape Film Week (Northern Cape)
- Africa Human Rights Film Festival (Northern Cape)
- Joburg Film Festival (Gauteng)
- Locations Africa (Gauteng)
- Avijozi (Gauteng)

SAFTAs & Industry Recognition:

- NFVF will review SAFTAs budget annually, ensuring alignment with industry development goals.
- Establish a transparent judging process to ensure fairness.
- Introduce public-facing panel discussions at SAFTAs to discuss filmmaking trends.
- Implement cost-controls to prevent overspending on non-industry-related activities.

To ensure the highest return on investment and maximize exposure for South African filmmakers, the NFVF will refine its festival and mar-

ket support strategy to focus on platforms that offer the most tangible benefits, such as industry networking, funding access, and global distribution opportunities. As part of its strategic shift, the NFVF will conduct an annual evaluation of festival and market impact to ensure continued alignment with industry trends and funding priorities. Support will be focused on festivals that offer the best access to funding, industry masterclasses, co-production opportunities, and distribution deals, ensuring that South African filmmakers benefit from meaningful industry engagement.

4.1.4.2. Global Positioning Strategy

The NFVF will actively work to strengthen South Africa's presence on the global stage by fostering stronger partnerships with international markets, industry bodies, and funding institutions. Participation in key film markets will be structured to ensure that filmmakers not only showcase their work but also engage in meaningful collaborations that drive long-term sustainability.

Over the next five years, strategic activations will focus on some of these international festival and market engagements but not limited to:

- Cannes International Film Festival & Marché du Film
- Berlinale International Film Festival
- Toronto International Film Festival (TIFF)
- Sundance Film Festival
- American Black Film Festival (ABFF)
- British Film Institute (BFI) London Film Festival
- FESPACO (Pan-African Film and Television Festival of Ouagadougou)
- DISCOP Africa

By focusing on these high-impact platforms, the NFVF will ensure that South African filmmakers gain access to essential funding opportunities, international collaborations, and global distribution networks.

This approach will solidify South Africa's role as a competitive player in the global film industry, while also strengthening local production capabilities and international market reach.

4.1.5. Administration and Human Resources

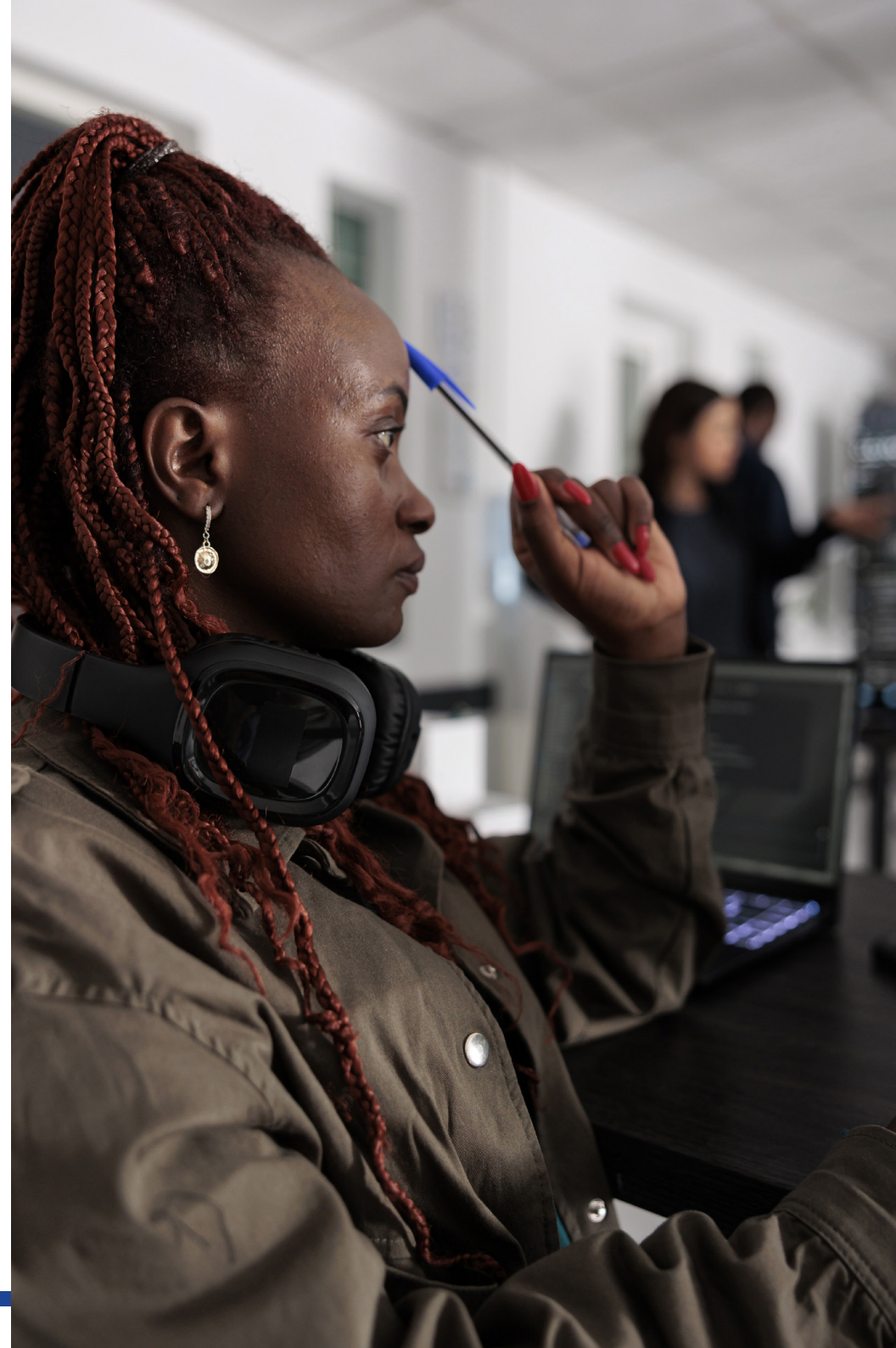
The NFVF remains committed to strong governance, operational efficiency, and strategic human resource management. The organization will focus on maintaining robust financial and administrative controls, strengthening leadership and governance to ensure transparency and accountability, and aligning HR policies with NFVF's transformation and industry development objectives.

Strategic objectives related to administration and human resources:

- Maintenance of efficient and effective systems of financial, legislative, and administrative controls
- Better leadership stability
- Sound Governance & Management
- Transparency and clear processes
- Enhanced internal communication, decision-making, and employee relations.
- Engagement through HR value alignment.
- Regular feedback mechanisms like interviews and surveys for continuous improvement.

4.2. Impact Statement

The NFVF is committed to fostering a self-sustaining, globally competitive South African film and video industry that drives economic growth, job creation, and cultural preservation. Through innovative funding models, strategic partnerships, and digital transformation, the NFVF aims to empower filmmakers, drive audience engagement, and enhance industry sustainability. By investing in skills development, high-quality production, and market access, the NFVF ensures that South African



storytelling remains globally relevant and impactful.

4.3. Measuring Outcomes

The NFVF has adopted key strategic outcomes that inform its five-year plan (2025-2030), ensuring alignment with national government priorities and the evolving film and video industry landscape:

No	Strategic Outcome	Recommended changes	Alignment to the Programmes
1	Increase the number of people trained in the industry, particularly in areas of scarce skills	An expanded pool of industry professionals through targeted training initiatives, addressing skill shortages.	Skills Development and Training
2	Develop appropriate policy interventions for the South African film industry.	Established and implemented effective policy and governance interventions to support the growth interventions to support the growth and sustainability of the NFVF and the South African film industry.	Governance Compliance, Research and Financial Oversight.
3	Increase the number of South African films produced and PDIs producing them	A sustained increase in PDI-owned and PDI-led productions, enhanced investment in commercially viable South African content, and strengthened co-production agreements that drive financial sustainability.	Production and Content Development, Stakeholder Management, Operations
4	Promote the South African Film Industry locally and internationally	Enhanced visibility and reputation of the South African film industry through increased sales, global audience engagement, and a stronger international presence.	Marketing and Distribution, Operations, Industry Development
5	Fulfil statutory and governance obligations of the NFVF as set out in relevant legislation	Achieved compliance with statutory and governance obligations through clean audit outcomes, improved financial governance, and reduced financial risk via strengthened cost controls and budget discipline. Also, having a fit-for-purpose structure to deliver on the NFVF mandate and strategic direction for the next five years.	Governance, Finance, Administration and Human Resources

4.3.1. NFVF Alignment with Government Priorities

The NFVF ensures its strategic outcomes are aligned with the MTDP Strategic Priorities, DSAC Ministerial Imperatives, and DSAC Outcomes to enhance the impact of the South African film industry. The table below refines and strengthens NFVF's alignment with job creation, governance, skills development, and market expansion.

MTDP Strategic Priorities	Post-Cabinet Lekgotla Resolutions	DSAC Ministerial Imperatives	DSAC Outcomes	NFVF Outcomes
Inclusive Growth & Job Creation	Promote and protect South Africa's diverse languages and cultures. Promote the rights of women, youth children and persons with disabilities.	Inclusive Growth and Job Creation	A diverse, socially cohesive society with a common national identity.	A sustained increase in PDI-owned and PDI-led productions, enhanced investment in commercially viable South African content, and strengthened co-production agreements that drive financial sustainability.
Reduce poverty and tackle the high cost of living	Implement a national civic education campaign on the Constitution, including at all public and private schools.	Reducing Poverty & Tackling Inequality	Transformed, capable and professional sport, recreation heritage, arts and culture sector.	Expanded pool of industry professional through targeted training initiatives, addressing with skill shortages.
Building a Capable, Ethical & Developmental State	Take measures to ensure the sustainability of the public broadcaster to fulfil its mandate and develop funding mechanisms to support local content and the creative industry.	Building a Capable, Ethical, and Developmental State.	A compliant and responsive governance.	Established and implemented effective policy and governance interventions to support the growth interventions to support the growth and sustainability of the NFVF and the South African film industry.
	Invest in shared public spaces such as parks and cultural institutions.	Social Cohesion and Nation Building		Achieved compliance with statutory and governance obligations through clean audit outcomes, improved financial governance, and reduced financial risk via strengthened cost controls and budget discipline.
	Promote media diversity and independence	Investment in People Reducing	Increased market share of sport, recreation, heritage, cultural and creative industries.	Enhanced visibility and reputation of the South African film industry through increased sales, global audience engagement, and a stronger international presence. Facilitated infrastructure support to
	Promote programmes to combat racism, sexism and other forms of intolerance	Infrastructure Development		

4.3.2 Programme 1: Administration

MDTP Strategic Priority 3 : Build a capable, ethical & developmental state				
DSAC Strategic Imperative : Building a Capable, Ethical, and Developmental State				
DSAC OUTCOME: A compliant and responsive governance system.				
NFVF KRA: Enhance governance through strong financial oversight, compliance, and policies that drive the growth and sustainability of the South African film industry.				
NFVF OUTCOME	OUTCOME INDICATOR	Baseline (2024/25)	Status (2023/24)	Revised 5-Year Target
Established and implemented effective policy and governance interventions to support the growth and sustainability of the NFVF and the South African film industry	Audit Opinion issued by the AGSA on the audit report.	Annual financial oversight reports.	Achieved clean audit.	Sustain clean audits for 5 consecutive years.
	Number of enterprise risk assessments & governance audits conducted annually.	Strategic and Operational Risks Register reviewed annually	Approved strategic and operational risks with annual plans	Implement structured enterprise risk assessments & conduct proactive governance audits annually.
	Establishment of the NFVF National Film Fund to attract private sector co-funding.	No current Film Fund.	N/A	Fully operational Film Fund by 2026 and by 2030 reducing reliance on state funding by 30%.
	Percentage of funding sourced from non-governmental entities.		N/A	
	Reduction in financial risk through improved cost controls & spending discipline.	Ongoing financial oversight.	N/A	Introduce 10% cost efficiency measures across NFVF operations. Reduce operational overspending cases to zero by 2028.

	Number of budget overspend cases reported annually.			
Fit for Purpose Organisational Design and Structure that supports the NFVF Business Model to ensure efficiency in the NFVF operations	Efficient Target Operating Model (people, process and systems)	Proposed Job evaluation of positions on the structure	N/A	Design and develop a fit for purpose organisational structure
	Fit for purpose structure	N/A	N/A	Fit for purpose structure that supports the operating model
	Number of the staff trained in skills required to support the film industry	Training programmes that staff participated in	N/A	100% of staff trained in skills required to support the film industry
	Number of retained staff with critical skills	Performance Development and Management System implemented	N/A	100% of staff retained in critical skills
	100% Review Target Operating Model (people, process and systems)	Job Evaluation of all positions on the structure	N/A	100% Reviewed Operational model
	100% Developed Migration Plan	N/A	N/A	Consultative & placement process- right people placed in correct roles
Skilled and capable workforce through continuous training informed by industry trends	Number of staff targeted for training and skills development to keep up with the industry trends	Annexure II (WSP, ATR and PITVOTAL Plan) submitted	N/A	100% of staff trained in skills required to support the film industry

	% of staff turn-over in critical positions.	Performance Management and Development System implemented payment of bonuses	N/A	90% of staff turnover in critical positions
	% implementation of employee wellness programmes	3 Wellness intervention and 2 Employee engagements	2 employee engagement , 2 Employee wellness	20 employee wellness interventions achieved
Producing industry research to inform evidence-based policy reforms and industry trends for a sustainable industry as well as measuring the impact thereof.	Increased number of new insights discovered & utilised in decision- making	N/A	N/A	Ten (10) new insights incorporated into funding models or policies
		3 Policy manuals reviewed per annum	2 Policy manuals reviewed per annum	Fifteen (15) key policies updated
	Number of quarterly policy monitoring reports addressing active knowledge transfer issued and presented	4 quarterly policy monitoring reports addressing regulatory industry developments produced	4 quarterly policy monitoring reports addressing regulatory industry developments produced	20 quarterly policy monitoring reports addressing regulatory industry developments
	Number of employee policy workshops held	Three (3) policy workshops hosted for staff	Two (2) internal policy workshops for staff	Thirteen (13) policy workshops to be hosted for staff
	Increased no of audience research & market viability studies	One (1) industry study initiated	Two (2) research reports	Three (3) Industry reported developed and 1 Digital distribution strategy developed and implemented
	Increased no of audience research & market viability studies	N/A	N/A	Five (5) audience insight research study report

4.3.3 Programme 2: Content Development

MDTP Strategic Priority 1 : Inclusive growth & job creation

DSAC Strategic Imperative : Inclusive Growth and Job Creation

DSAC OUTCOME: A diverse, socially cohesive society with a common national identity

NFVF KRA: Increase high-quality impactful South African film productions with a focus on PDI and inclusivity.

NFVF OUTCOME	OUTCOME INDICATOR	Baseline (2024/25)	Status (2023/24)	Revised 5-Year Target
A sustained increase in PDI-owned and PDI-led productions, enhanced investment in commercially viable South African content, and strengthened co-production agreements that drive financial sustainability.	Number of high-impact locally developed films and commercially viable films funded annually, which contribute to the cultural enrichment, economic growth and diversity of the South African film industry.	35 projects funded in development per annum.	35	Fund 1 large-scale films per Fund 3-5 mid-scale films per Fund 6-10 smaller films per year year
	Number of high-impact locally produced films and commercially viable films funded annually, which contribute to the cultural enrichment, economic growth and diversity of the South African film industry.	26 (previously funded smaller projects with limited impact)	22 projects funded in production.	fund 1 large-scale films per Fund 5 mid-scale films per Fund 10 small films per year year
	Women, Youth and People with Disabilities featured in leading roles in locally produced South African films by PDIs, increase diversity and representation, empowering these groups and enriching the cultural landscape.	Women: 1 programme per year Youth: 1 programme Disability: 1 Initiative per year	Fund 2nd year female filmmaker project , Fund 2nd year first time/youth filmmaker; Fund 2 documentary special projects per annum project	Ensure at least 25% of NFVF-funded films are PDI-led by 2030.
	Content development opportunities that enable social cohesion, nation building, and transformation are identified and supported with funding.	Target the number of funded projects in development and projects in production that addresses historical imbalances and transformation	Fund 2nd year animation slate	1 Animation slate funded
		Fund 1st Year Fiction Slate	0	1 Fiction Slate funded

		Fund 3rd Year Documentary Slate	Fund 3rd year documentary slate	1 Documentary slate funded
successfully establish and nurtured co-production resulting in enhanced collaboration, resource sharing and increased international exposure for local talent	Percentage of co-productions certification application process	100% of compliant co-production certification application process	Process 100% of compliant coproduction certification applications	Process 100% of compliant coproduction certification applications
Strengthen co-production partnership agreements to attract private sector investment.	Percentage of NFVF-supported productions with local and international co-funding.	Co-productions initiated but not tracked.	Inconsistent funding partnerships.	Secure co-funding for at least 30% of high-budget films by 2030.

4.3.4 Programme 3 : TRAINING, SKILLS, RESEARCH AND POLICY DEVELOPMENT

MDTP Strategic Priority 1 : Inclusive growth & job creation				
DSAC Strategic Imperative : Inclusive Growth and Job Creation				
DSAC OUTCOME: A diverse, socially cohesive society with a common national identity				
NFVF KRA: Expand industry-linked training and skills development, employment and leverage established production houses for workplace skills transfer, mentorship, and internships.				
NFVF OUTCOME	OUTCOME INDICATOR	Baseline (2024/25)	Status (2023/24)	Revised 5-Year Target
Expanded pool of industry professional through targeted training initiatives, addressing skill shortages.	Number of professionals trained and employed in areas with skills shortages and critical industry gaps (VFX, animation, post- production, cinematography).	40 filmmakers trained per year.	45 filmmakers trained.	Train 50 film industry professionals
	Increased number of PDIs showing improvement in skills career opportunities and industry diversity as a result of participating in the training and development programmes offered by the NFVF	40 filmmakers in in-house training and development programmes	N/A	120 filmmakers in in-house training and development programmes
Increase structured mentorship & internship programs for workplace learning.	Increased number of Tier 2 & Tier 3 filmmakers placed in structured mentorship programs via production house/industry organisation partnerships	15 mentorship placements per year.	Not previously tracked	100 professionals placed in mentorships & internships
Support bursary students in film studies enrolled locally & internationally focusing on specialised film training.	Increased number of students funded for local full-time film studies	25 students per year.	Limited funding previously.	150 students supported
	Number of bursaries granted for international film studies in high-demand specialised areas.	4 students per year.	Ad hoc funding in previous years.	20 students supported
Enhance technological innovation & digital readiness in filmmaking.	Increased number of bursaries granted for international film studies in high demand specialised areas	4 students per year.	Award 4 international bursaries	5 Students supported

4.3.5 Programme 4: PUBLIC ENGAGEMENT

MDTP Strategic Priority 3 : Build a capable, ethical & developmental state				
DSAC Strategic Imperative : Social Cohesion and Nation Building				
DSAC OUTCOME: Increased market share of sport, recreation, heritage, cultural and creative industries				
NFVF KRA: Optimise the prominence of the South African Film Industry on both the local and international scale				
NFVF OUTCOME	OUTCOME INDICATOR	Baseline (2024/25)	Status (2023/24)	Revised 5-Year Target
Strengthen strategic partnerships for industry growth through targeted festival participation for ROI- driven outcomes, expanding distribution networks for SA films and ensuring international access and market positioning.	Number of new industry partnerships formed	8 new partnerships	18 partnerships formed	Sign 20 high-impact partnerships with industry stakeholders (prioritizing co- funding & distribution deals)
	Number of partnerships with distribution platforms	N/A	1 agreements initiated	Establish 5 major distribution deals (including digital/streaming platforms) by 2029
	Number of identified fit-for-purpose festival engagements	15 activations	18 activations	Prioritize 20+ high-return festivals/markets (eliminating low- impact events).
	Number of identified fit-for-purpose festival engagements	Participated at (5) international festivals and markets	Participated at (6) international festivals and markets	Partner with at least 5 global streaming platforms (Netflix, Amazon, etc.) by 2029.
	Number of activations at high- impact industry platforms	Two (2) Africa focused activation	Participate at three (3) African Focus Festivals and Markets	Participate at 7 Africa Focused Festivals/ Markets
	Number of new strategic markets identified & assessed	Identified and assessed 2 new strategic markets	Identified and assessed 2 new strategic markets	Identify and assess 6 new strategic markets
	Number of activations participated at in partnership with the DSAC	Participated at 2 DSAC activations	Participated at 2 DSAC activations	Participate at 10 DSAC activations
Measure impact on post- activations at the different distribution platforms for improved engagements.	Number of festival close-out & impact reports submitted	N/A	N/A	80% of funded festival attendees submit structured reports (impact, engagement, funding collaborations).
	Number of post-activation impact reports submitted	N/A	N/A	100% reporting compliance on all NFVF-funded activations & SAFTAs by 2025

Enhance industry networking & capacity-building	Number of structured industry engagement workshops implemented	3 engagement sessions	4 engagement sessions	Host fifteen (15) industry engagement sessions focused on market expansion & funding access or gender equality matters
	SAFTAs optimization as an international business platform & industry participation	1 SAFTAs hosted	1 SAFTAs hosted	5 SAFTAs hosted
Promotion of the NFVF products and services through engaging public relations initiatives resulting in enhanced visibility and a positive brand image among industry stakeholders and the general public	Number brand campaigns promoting and showcasing the NFVF's products and services	20 Brand Campaigns were implemented	16 Brand Campaigns were implemented	30 Brand Campaigns to be implemented
	Number of media and sentiment measurement reports	N/A	N/A	5 Media and sentiment measurement reports
Enhanced visibility and reputation of the South African Film Industry both locally and internationally	Global showcase of South African film through the number of grants awarded to South African filmmakers to distribute films and, participate, in local and international festivals	120 filmmakers attended festivals and markets	60 Filmmakers attended Markets and Film Festivals	400 filmmakers funded to attend markets and film festivals
	Number of grants awarded to South African film festivals, markets and public screenings to enable the distribution of content, skills and audience development	19 grants awarded to national festivals and markets	14 grants awarded to national festivals	74 grants awarded to national festivals and markets
		12 grants awarded to public screenings per annum to showcase SA films	9 grants awarded to public screenings per annum to showcase SA films	50 grants awarded to public screenings per annum to showcase SA films
	Number of grants awarded to South African filmmakers to enable the marketing and distribution of content	11 grants for marketing & distribution awarded	9 Marketing and Distribution grants awarded.	51 grants for marketing & distribution awarded



4.4 Explanation of planned performance over the five-year planning period

The NFVF's strategic vision is centered on transitioning from a traditional funding body to an industry enabler that drives high-impact, sustainable growth for the South African film sector. Over the next five years, NFVF will align its mandate with strategic market expansion, capacity-building, financial oversight, and data-driven decision-making to maximize return on investment and global market positioning.

The NFVF's Mandate as set out in Section 3 of the NFVF Act is:

- To promote and develop a globally competitive film and video industry.
- To provide and expand opportunities for historically disadvantaged filmmakers to participate meaningfully in the industry.
- To develop, produce, and distribute diverse, high-quality South African film and video content with strong commercial viability.
- To ensure industry transformation, skills development, and access to global markets.
- To address historical imbalances in infrastructure, funding models, and access to distribution networks.

Strategic Focus for 2025-2030:

The NFVF will achieve its mandate through a performance-driven strategy that prioritizes market expansion, high-impact funding, and sustainable economic growth. This will be realized through:

1. Strengthening Strategic Partnerships & Expanding Market Access

- Establishing 20+ high-impact partnerships with co-funding models focused on global distribution deals.
- Aligning with government departments, provincial film commissions, and international agencies to drive investment into the industry.
- Supporting targeted, high-return festival and market participation to increase South African content visibility and distribution.
- Expanding engagement with streaming platforms to secure at least five major distribution deals by 2029.

2. High-Impact Funding & Industry Development

- Focusing on fewer but larger investments into productions that align with international market trends.
- Expanding the NFVF Slate Programme and Emerging Black Filmmakers Fund to nurture commercially viable talent.
- Implementing structured mentorship and funding initiatives that ensure women and youth play a significant role in shaping the sector.
- Developing market-driven skills programs to equip filmmakers with commercial and technical expertise for global competitiveness.

3. Governance, Financial Oversight & Impact Measurement

- Implementing full cost-benefit analysis and financial oversight on all funded initiatives.
- Ensuring all festival attendees and funded projects submit structured post-activation impact reports to track engagement, investment outcomes, and future opportunities.
- Standardizing performance metrics to measure the success of NFVF-supported initiatives.
- Aligning funding decisions with strategic market trends to maximize return on investment.

4. Strengthening Local & International Distribution Networks

- Partnering with at least five global streaming platforms to enhance the global reach of South African content.
- Strengthening distribution channels within South Africa to improve audience accessibility and engagement.
- Driving initiatives that expand South African content's presence at top-tier festivals and markets.
- Supporting international collaborations to position South Africa as a co-production hub.

5. Repositioning the SAFTAs as a Global Industry Platform

- Transforming the SAFTAs into a premier international industry showcase with global buyer participation.
- Increasing its alignment with high-profile international award circuits to boost South African film industry credibility.
- Using the SAFTAs as a tool to showcase South Africa's industry achievements and drive investment.

6. NFVF will enhance funding impact measurement with:

- Quarterly project check-ins to track milestones.
- A funding transparency dashboard to display project statuses.
- Post-project reports to measure audience reach and industry impact.
- Strengthen audit and compliance measures to ensure funds are utilized effectively.

This five-year strategy positions the NFVF as a results-driven enabler of the South African film industry, focusing on industry sustainability, economic growth, and global market competitiveness. Through strategic partnerships, targeted funding, and improved governance, the NFVF will ensure that South African filmmakers gain access to critical industry platforms, secure investment, and thrive in the evolving digital and cinematic landscape.

4.5. Key Risks and Mitigations

Key Risk	Risk Mitigation	Outcomes
Reduction in complaints	Failure to meet shareholder expectation Failure to meet industry expectation	Implement SLA with DSAC Strategic lobbying of government stakeholders Dedicated stakeholder management resource CEO stakeholder engagement
Strong internal controls	Inadequate corporate governance	Annual review of policies and procedures and corporate governance manual Ensuring that appropriate governance structures are in place Monitoring performance of the governance structures
No mismanagement and strong internal controls	Fraud and corruption	Fraud prevention plan implemented Conflict of interest policy Financial disclosure forms used Consequence management
Increase support to the film industry stakeholder	Inadequate capacity to support the South African Film and Video industry	Leverage with partners for funding careful budgeting, planning and Policy implementation Regular and rigorous monitoring of expenditure Training and other skills development Training and other skills development interventions for staff.
Secured IT system and effective IT systems	Poor Information Technology governance	IT governance security IT Policy in place Monitoring system ensuring that it is fit for purpose
Productive team	Inadequate Human Resources	Implementation and monitoring of Human Resource policies. Implementation of the performance management system.
Funding Constraints	Establishing NFVF Film Fund to attract private investment and international co-productions	Increased financial sustainability and diversified funding sources.
Low Project Completion Rates	Implementing a project completion tracking system with enforced reporting requirements.	Higher project success rates & measurable outcomes.
Weak Application Standards	Strengthening training and mentorship programs to improve proposal quality.	More competitive project applications & industry-ready filmmakers.
Ineffective Monitoring & Governance	Developing audit and compliance mechanisms to ensure financial accountability.	Greater transparency & better resource allocation.
Overspending on SAFTAs & Other Events	Introducing budget reviews and cost-control measures to align spending with strategic objectives.	Cost-efficient industry awards and aligned expenditure priorities.

5. PART D: TECHNICAL INDICATORS

Development and Production of Content

1. SOUTH AFRICAN CONTENT PROJECTS FUNDED

Indicator title	Funded South African content in the development and production phase
Short definition	An increase in the quality, professional standard, and marketability of South African films and video projects funded by the NFVF
Purpose/Importance	Number of high-impact locally produced films and commercially viable films funded annually, which contribute to the cultural enrichment, economic growth and diversity of the South African film industry.
Source/collection of data	Grant Funding system (PTS), Funding Agreements
Method of calculation	Simple count
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	3 Cycles – currently Q2, Q3, Q4
New indicator	None
Desired performance	A return on investment on films produced for both investors and producers, so that the industry continues to be economically viable.
Indicator responsibility	Head of Industry Development and Promotions

2. FUNDING DISADVANTAGED INDIVIDUALS TO ADDRESS TRANSFORMATION

Indicator title	Number of projects funded in the development & and production phase that are targeted at upskilling and transforming the industry
Short definition	An increase in the number of disadvantaged persons awarded NFVF funding.
Purpose/Importance	To create competent, professional, and independent members of the film and video community that are able to contribute to the industry and economy.
Source/collection of data	Grant Funding system (PTS), Funding Agreements
Method of calculation	Follow Up and trace individual progress
Data limitations	No limitations
Type of indicator	Output
Calculation type	Non-cumulative

Reporting cycle	Quarterly, special projects awarded every 3-year cycle
New indicator	None
Desired performance	An increase in the number of graduates from this programme participating in the film industry in HOD roles.
Indicator responsibility	Head of Industry Development and Promotions

TRAINING AND DEVELOPMENT

3. BURSARY FUNDING

Indicator title	Track employment rates of bursary recipients and graduates.
Short definition	Provide bursaries to students studying at tertiary institutions to obtain a filmmaking degree/certificate/diploma
Purpose/Importance	Increased PDIs as film practitioners and contribute towards creation of a pipeline to employment.
Source/collection of data	Grant Funding system (PTS)
Method of calculation	Number of bursaries approved at Council meetings
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	More graduates of this programme acquire permanent or consistent employment.
Indicator responsibility	Head: Production and Development

4. INDICATOR DESCRIPTION – INTERNSHIP

Indicator title	Implement a mentorship and internship success tracking
Short definition	A program aimed to give graduates experiential learning.
Purpose/Importance	Exposure and empowerment to the production value chain & platforms, networking
Source/collection of data	Grant funding systems.
Method of calculation	Number of interns in the programme actually employed in the industry as a result of the experience gained whilst a part of this programme.
Data limitations	None.
Type of indicator	Outcome that has an impact on economy and unemployment.
Calculation type	Non-cumulative
Reporting cycle	Quarterly.
New indicator	No.

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

Indicator title	Number of organisations supported with grants for their programs to offer training in specific gap areas
Short definition	Give grants to organisations that offer training in specific gap areas not offered at public institutions.
Purpose/Importance	Increase number of skilled disadvantaged filmmakers.
Source/collection of data	Grant Funding system, PTS
Method of calculation	Must be able to show that these persons go on to work in the film and video industry.
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Learners are skilled in that specific discipline.
Indicator responsibility	Head: Production and Development

5. MENTORSHIP AND SKILLS TRANSFER

Indicator title	Number of students mentored and exposed to the business of filmmaking including skills exchange programmes and exposure to film festivals
Short definition	One-on-one mentorship from industry professionals who agree to transfer skills to students.
Purpose/Importance	Exposure and empowerment to the production value chain & platforms, networking
Source/collection of data	Mentorship contracts
Method of calculation	Simple
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	One month after the return of the students from the particular festival or exchange.
New indicator	No
Desired performance	Students go on to be gainfully employed in the industry
Indicator responsibility	Head: Production and Development

6. SEDIBA FILMMAKERS SKILLS DEVELOPMENT

Indicator title	Number of filmmakers provided with industry skills
Short definition	The provision of screenwriting skills to writers in the film and video industry.
Purpose/Importance	The screenplay or script is the blueprint for a film and video project. Without it, nothing happens. This is the foundation of the industry, and the importance of quality writing cannot be overemphasized.
Source/collection of data	Workshop attendance registers and mentor reports.
Method of calculation	Number of scripts that go into production written by graduates of this programme
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Better screenplays and a higher conversion rate of screenplay to production.
Indicator responsibility	Head: Production and Development

7. FULL COMPLIANCE TO SUPPLY CHAIN MANAGEMENT PROCESSES

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

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

Indicator Title	Number of reports submitted to Council, DSAC and Treasury
Short Term Definition	NFVF as section 3A entity is required to submit completed and accurate quarterly reports as required by the Council (e.g., management reports, budgets, financial reports), and other legislated submissions to DSAC and Treasury (e.g., ENE, Quarterly reports, AFS).
Purpose/Importance	To ensure compliance with PFMA, Treasury Regulations, and all other NFVF Policies and Procedures and to account on the entity's performance.
Source/Collection of Data	Accounting Systems – Sage, budget, and other financial inputs
Method of Calculation	Monthly and Quarterly
Data Limitations	Timely submissions from other departments of non-financial data
Type of Indicators	Output
Calculation Type	Cumulative

Reporting Cycle	Monthly, Quarterly, and Annually
New Indicator	No
Desired Performance	Accurate, complete reporting that provides an overview of financial performance and complies with applicable statutes.
Indicator Responsibility	Finance Manager and CFO

9. OBTAIN A CLEAN AUDIT OPINION

Indicator Title	Reduction in the number of internal control weaknesses that impact targeted unqualified audit opinion.
Short Term Definition	NFVF as section 3A entity is required by PFMA to prepare Annual Financial Statements (AFS) for audit by AGSA will express opinions fair presentation of the AFS and ensure good governance, financial compliance, and internal controls. To continuously improve business processes
Purpose/Importance	To ensure compliance with PFMA, Treasury Regulations and submission of the AFS and half-year financial statements are important
Source/Collection of Data	Accounting Systems – Sage, financial inputs like invoices, contracts, or project reports
Method of Calculation	Annually
Data Limitations	Cooperation by departments that provide inputs
Type of Indicators	Output
Calculation Type	Cumulative
Reporting Cycle	Half Yearly and Annually
New Indicator	No
Desired Performance	Fairly presentable Annual Financial Statements
Indicator Responsibility	Finance Manager and CFO

10. RISK MANAGEMENT

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

11. COORDINATION AND MANAGING AUDIT ACTIVITIES

Indicator title	Number of engagements held with the auditor for coordination and managing audit activities
Short definition	The NFVF as a public entity is required to have an internal audit function to review its internal controls and is subject to annual audits by the AGSA in terms of the PFMA. Management also has a legislated/regulatory responsibility to assist the auditors in executing their audit work until they complete the auditing.
Purpose/Importance	This indicator is important for compliance with the requirements of the PFMA and for review of the internal contracts.
Source/collection of data	Annual Financial Statements, NFVF Policies, Performance Information Report, APP, and other source documents.
Method of calculation	Analysis of the financial and performance information.
Data limitations	None
Type of indicator	Process supporting outcome
Calculation type	Non-cumulative
Reporting cycle	Annually and Quarterly
New indicator	No
Desired performance	Coordinated smooth running audit process and achieve unqualified audit opinion
Indicator responsibility	CFO

12. INFORMATION AND COMMUNICATION TECHNOLOGY THAT IS FIT FOR PURPOSE

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

13. RESEARCH CONDUCTED AND DISSEMINATED

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

Desired performance	conducted positive contribution to the manner in which the industry develops and moves forward towards transformation and a sustainable future
Indicator responsibility	Manager: Compliance and Research

14. POLICY REVIEW, DEVELOPMENT, AND IMPLEMENTATION

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

15. CONTRACT MANAGEMENT

Indicator Title	Number of contracts updated in the contract management system
Short Definition	Manage the organisational contract management system
Purpose/ Importance	Maintenance of an accurate contract register of all contracts that have been drafted, vetted, and concluded with beneficiaries, service providers, and strategic partners
Source/ Collection of data	Various contracts, service level agreements, memorandums of understanding, and cooperation agreements entered to by the organisation
Method of calculation	Efficiency of the system in terms of storing, retrieving, and archiving detailed data
Data Limitations	Late approval (internal and external)
Type of Indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Monthly
New indicator	No

Desired performance	100% compliance with the contract management system
Indicator responsibility	Manager: Compliance and Research

HUMAN RESOURCES

16. PERFORMANCE MANAGEMENT AND SYSTEM

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

17. SKILLS DEVELOPMENT AND TRAINING

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

18. EMPLOYEE WELLNESS SUPPORT PROGRAM

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

Indicator responsibility	Head: Human Resources
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19. MONITORING AND EVALUATION

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

MARKETING AND DISTRIBUTION

20. PARTNERSHIPS

Indicator title	Number of high-impact partnerships secured to extend the arm of the NFVF which enable short, medium and long-term returns
Short definition	Establish and strengthen international collaborations to boost market access, funding, and distribution opportunities for South African films
Purpose/importance	Facilitate international funding, production, and distribution opportunities, contributing to the global visibility and commercial success of the South African film industry.
Source/collection of data	Grant funding systems.
Method of calculation	Number of partnerships created and projects certified
Data limitations	None.
Type of indicator	Outcome
Calculation type	Non
Reporting cycle	Quarterly, with annual analysis of market expansion and industry growth metrics.

New indicator	No.
Desired performance	Increased international distribution of South African films, with measurable outcomes such as a rise in international sales, broader audience reach, and enhanced global recognition.
Indicator responsibility	Head: Operations

Indicator title	Number of strategic partnerships secured to develop, enhance and substance co-production agreements
Short definition	Create, promote, and enable partnerships between South African producers and producers from other countries. Certify films as “qualifying national films” under any official treaty signed by South Africa.
Purpose/importance	To ensure that opportunities are created for South African filmmakers to co- produce with their international counterparts and films that are certified comply with the treaty requirements and South African films can be distributed internationally.
Source/collection of data	Application forms for advance and final ruling Application forms for certificates of nationality Co-production reports
Method of calculation	Count of executed co-production agreements and distribution contracts, with impact measured by the number of films distributed internationally, funding secured, and new market entries.
Data limitations	No specific limitations
Type of indicator	Output
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Higher number of certifications is desirable as more co-productions will contribute to the froth in the number of annual productions and jobs created locally
Indicator responsibility	Head: Industry Development & Stakeholder Management

21. ACTIVATIONS: LOCAL ACTIVATIONS

Indicator title	Number of local activations and promotional events which optimize audience reach to develop skills-sets, enhance the proficiency of filmmakers in accessing financing and networks, and improve the probability of successful box office performance and streaming views
Short definition	This involves the presentation of NFVF offerings at local festivals
Purpose/importance	To position and strengthen the NFVF brand showcasing SA content
Source/collection of Data	Activation report
Method of calculation	Review of report

Data limitations	No specific limitations
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and Quarterly
New indicator	No
Desired performance	To see an increase in demand for SA product and an increase in local audiences attending SA films
Indicator responsibility	Head: Marketing & Communications

22. ACTIVATIONS: INTERNATIONAL ACTIVATIONS

Indicator title	Number of international activations and promotional events which optimize audience reach to facilitate global distribution and with measurable long-term returns, trigger and sustain high-value co-production agreements and position SA as the film production destination of choice
Short definition	Film activations and NFVF Presence at International markets and festivals.
Purpose/importance	Promote and position the NFVF and the SA Film Industry, and specifically South African film and video projects through international activations
Source/collection of data	Activation report
Method of calculation	The number of projects that gain international distribution at the markets and festivals attended, and the number of international producers that visit and work in SA as a result of market & festival activity.
Data limitations	No specific limitations
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and Quarterly
New indicator	No
Desired performance	More SA films in the international marketplace and more international producers working in SA
Indicator responsibility	Head: Marketing & Communications

23. CTIVATIONS: AFRICA FOCUS FESTIVALS

Indicator title	Number of activations at strategic high-impact industry platforms which to leverage shared goals across the continent
Short definition	Finding new markets that are open to showcase SA content.
Purpose/importance	Expand the marketplace and distribution footprint for SA filmmakers and Content across the continent
Source/collection of data	Festival attendee report
Method of calculation	Sales of SA film and video content
Data limitations	Logistical challenges across the continent
Type of indicator	Outcome and Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and bi-annual
New indicator	No
Desired performance	To expose SA content to African markets where there is opportunity to leverage on shared goals
Indicator responsibility	Head: Marketing & Communications

24. ACTIVATIONS: NEW STRATEGIC MARKETS

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

25. ACTIVATIONS: DSAC ACTIVATIONS

Indicator title	Number of local and international activations which support shareholder programmes aligned with BRICS initiatives and national days and/or months of significance
Short definition	Finding new markets that are open to showcase SA content.
Purpose/importance	Expand the marketplace and distribution footprint for SA filmmakers and Content across the continent
Source/collection of data	Festival attendee report
Method of calculation	Sales of SA film and video content
Data limitations	Logistical challenges across the continent
Type of indicator	Outcome and Activity
Calculation type	Non-cumulative
Reporting cycle	Per project and bi-annual
New indicator	No
Desired performance	To expose SA content to African markets where there is opportunity to leverage on shared goals
Indicator responsibility	Head: Marketing & Communications

26. Industry support and awareness initiatives

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

27. Position SA Filmmakers

Indicator title	Number of festivals attended to drive the showcasing, distribution, return- driven pitch financing, recognition and strategic engagement of filmmakers and impact the box-office performance of market ready projects
Short definition	Assisting SA film and video producers to exhibit their content at local and international market and festivals. Enable filmmakers to attend festivals. Applicants fall into different categories – some get invitations from festivals, some have identifiedco-production opportunities and some have projects screening at difference festivals and may not have the funds for travel.
Purpose/importance	For SA Filmmakers to showcase their work at markets and festivals
Source/collection of data	Activation report
Method of calculation	Review of report
Data limitations	No specific limitations
Type of indicator	Outcome and Impact
Calculation type	Non-cumulative
Reporting cycle	Quarterly
New indicator	No
Desired performance	Sales! Invitations to festivals.
Indicator responsibility	Head: Marketing & Communications

28. MARKETING AND COMMUNICATION

Indicator title	Number of grants awarded to host emerging and high-return film festivals, markets and screenings that drive industry and audience engagement
Short definition	Awarding Festival Hosting and Screening grants which help to promote local content. Facilitate Networking for producers as well as aid audience development efforts.
Purpose/importance	To provide grants for to enable local film festivals to take place
Source/collection of data	Festival application
Method of calculation	Reviewed Festival reports and number of grants awarded
Data limitations	Audits and risk management
Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per project
New indicator	No
Desired performance	To grow local festivals that assist with audience development efforts. To aid filmmakers to showcase their projects.
Indicator responsibility	Marketing and Communication

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

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

Indicator title	Marketing and Communication
Short definition	Deliver communications pieces per quarter to create top of mind awareness for the NFVF to assist in the positioning of the organization
Purpose/importance	To be recognised as the custodians of film and video, not only within
	the industry but also among the public and sectors that are not directly involved in the industry.
Source/collection of data	Brand audit reports, media monitoring and publications
Method of calculation	Media monitoring reports
Data limitations	None

Type of indicator	Activity
Calculation type	Non-cumulative
Reporting cycle	Per cycle
New indicator	No
Desired performance	A national awareness of the existence and function of the NFVF in SA society.
Indicator responsibility	Marketing and Communication



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