



**The causes and consequences of cost and time overrun on KwaZulu-Natal Film
Commission funded projects**

**by
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DECLARATION

I, Sithembiso Gigaba, declare that:

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Signed: 

Date: 10 January 2024

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“Every good and perfect gift comes from the Lord” James 1:17

DEDICATION

I wish to dedicate this work to the most God-fearing, faithful, caring, loving, disciplined and strongest person that I have ever known. I dedicate this piece of work to you, my late grandmother, ZR Gigaba. Your unwavering support, love and belief in me have carried me through all these years and have led me to this point, and it is for this that I say thank you. I can confidently say that you have raised a man that is ready to contribute to society at large.

“First things first” Proverbs 24:27

ABSTRACT

The management of cost and time overruns is a significant issue in project management (PM). Therefore, it is in the interest of every organisation to ensure that cost and time are well-managed for all projects in which they are involved. Cost and time are the most important resources in PM. Without these two resources, a project can neither be started nor be completed. The study aimed to ascertain the reasons for projects funded by the KwaZulu-Natal Film Commission (KZNFC) having to be completed beyond their initial budget and outside their scheduled timeframe. The key objective of the study was to explore the causes and consequences of cost and time overruns on projects funded by KZNFC. A qualitative research method was used in the study. The study's target population included all twenty MID employees of KZNFC. However, the study was narrowed down to the P&D unit because of its involvement with funded projects. At the time of the study, the P&D unit had eight employees and two junior employees were excluded from the study. The targeted participants of the study were therefore, six senior employees from the P&D unit who were directly involved with these funded projects. The participants had different experiences in film production projects. The main requirement for participants to be included in the study was that they had to be senior employees within the P&D unit. The participants included production analysts, production coordinators, and a production accountant as clearly defined in table 3.1. The participants sampling size used for this study was six, which is suitable for qualitative research. Since this study made use of qualitative research methodology, the non-probability sampling method was used to select the participants of the study, purposive sampling method to be precisely. Purposive sampling also known as selective sampling method was best suitable for this study because its enabled the researcher to identify and target the data collection process to particular individuals from the total population due to specific criteria such as experience and expertise in the area of focus, in this case which was film production project management. Data analysis followed the following sequence: transcribing and managing, coding, and processing data. The researcher used NVivo software to process data for proper data classification and a seamless data analysis process. The collected data was analysed through the thematic analysis technique, which is suitable for qualitative research method in order to obtain the understanding and generate themes from the qualitative data set. The inductive thematic approach was considered to be the most suitable analysis approach for the study, as it gives a researcher freedom to explore the transcript from interviews with no specified framework. The data was collected through semi-structured interviews using interviews guide questions. The findings of the study

indicated that raising additional funding by beneficiaries was one of the most contributing factors to time overruns, which subsequently led to budget rollovers. Participants indicated that staff shortages and increased workload were among other reasons for project delays. Participants also identified internal approval processes as contributing to the challenges that resulted in project time overruns. Concerning to cost overruns, few projects exceeded their initial budget. Environmental factors, such as the COVID-19 pandemic, floods, riots, and disruptive community groups were identified by participants as contributing to budget increases on KZNFC funded film projects in recent years. External factors such as a lack of industry skills capacity, unprofessionalism, and poor business and administrative skills on the part of beneficiaries were also found to contribute to project delays. Based on the findings of the study, it has been recommended that KZNFC address its operational deficiencies by filling open vacancies, providing more human resource support to the P&D Unit, and reviewing policies and business processes that contribute to delays. The appointment of qualified, experienced administrators and bookkeepers to oversee projects administration and accounting was also recommended for filmmakers.

Keywords: Cost, Film, Project, Time, South Africa

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ACRONYMS AND ABBREVIATIONS

ACEO	Acting Chief Executive Officer
APP	Annual performance plan
CEO	Chief Executive Officer
COO	Chief Operations Officer
CSD	Central supplier database
CTFC	Cape Town Film Commission
DFO	Durban Film Office
DTI	Department of Trade and Industry
DEDTEA	Department of Economic Development, Tourism and Environmental Affairs
GDP	Gross domestic product
GFC	Gauteng Film Commission
IDC	Industrial Development Cooperation
ISD	Industry skills development
KPAs	Key performance areas
KPIs	Key performance indicators
KZN	KwaZulu-Natal
KZNFC	KwaZulu-Natal Film Commission
NFVF	National Film and Video Foundation
P&D	Production and development
PFMA	Public Finance Management Act
PM	Project management
PMU	Production management unit
Recons	Reconciliations
SCM	Supply chain management
SOEs	State-owned entities
TV	Television
MID	Marketing and Industry Development
ISD	Industry Skills Development
L&F	Locations and Facilities
Marcoms	Marketing and Communication
OCOO	Office of the Chief Operations Officer

DEFINITIONS

Applicant: Filmmaker applying to the film fund for funding

Beneficiary: Owner of a funded project/funded filmmaker

Development: Creation process of a script; a minimum funding amount of R120 000 and a maximum of R250 000

Documentaries: Real stories about real people

Factual portfolio: Production portfolio consisting of documentaries, animations and television (TV) series

Feature film: Lengthy production film with a minimum duration of 90 minutes and maximum funding amount of R1.5 million

Fiction portfolio: A production portfolio consisting of development, short films, and feature films

Film fund administrator: The person responsible for the entire administration process of the film fund, from receiving applications, responding to enquiries about the film fund, verifying compliance, and preparing for film fund meetings

Made for TV: Film productions strictly created for TV, funded with an amount of R600 000. The funding for this portfolio targets upcoming filmmakers

Production accountant: Person responsible for the verification of financial accounting of funded projects, drafting of cost reports, and signing off reconciliations

Production analyst: Project manager responsible for overseeing the creative work of a funded project and supervisor of the production coordinator

Production coordinator: The person responsible for the administration of funded projects who reports to the production analyst

Production: Postscript development phase in which a project goes into full shooting

Short film: Production with a maximum duration of 30 minutes and a maximum funding amount of R250 000

Special programmes: Production portfolio consisting of made-for-TV and other special projects

TV series: Multi-episode productions created for TV or streaming consumption.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

It is the primary objective of every organisation to ensure that projects upon which they embark are completed within the planned timeframe and budget to the desired standard. Carol Coetzee, the Chief Executive Officer (CEO) of KZNFC, stated that the organisation had an annual budget of over R80.5 million and R32.7 million (40.6%) from this budget was allocated to production and development (P&D) projects. Within the 2020/21 financial year, sixty-three projects were funded through this film fund (KZNFC, 2021). However, in the interview (Appendix F) according to participant 1 most of these projects were not completed within the scheduled timeframe. In the interview (Appendix F) participant 6 stated that, this led to projects being carried over to the following financial year and the budget having to be rolled over. There are both internal and external factors that can be attributed to the cost and time overruns in film production projects.

This chapter presented the background of the study, which explained the need for this study. Followed by the problem statement, which articulate the problem the researcher was aiming to address. The focus area of the study revealed the area of focus selected by the researcher. Research aims, objectives and questions was presented on this chapter. The significance of the study then follows, articulating the need and importance of this study. Delimitation of the study articulated the boundaries of the scope of the study. Chapters outline, listed all chapters of the study in a chronological order. Conclusion of the chapter summed up chapter one and introduced chapter two.

1.2 Background of the study

Since governments began assisting the film industry with financial support, many countries throughout the world have brought about relief programs of a similar nature to support the growth, production, distribution, and exhibition of films and audiovisual products (Murschetz, Teichmann & Karmasin, 2018). KZNFC is an entity of the government of the province of KZN, under the department of Economic Development, Tourism and Environmental Affairs (EDTEA). KZNFC was established in 2010 under the KZNFC Act of 2010 and was given a mandate to be the custodian of the film industry in the province by creating an environment

that is conducive for role-players in the industry, both nationally and internationally, to bring their film production projects to the province. KZNFC was further tasked with developing the film industry throughout the province, providing opportunities, and upskilling previously disadvantaged groups. A greater objective is to stimulate the province's economy by driving employment opportunities through the film industry. Within KZNFC there is a fund strictly designated for funding the following categories: development, production, marketing and distribution, and market and festival (KZNFC, 2021).

KZNFC was selected as the site of the study because of its role as being the main government funding body within the KZN Province. According to Noonan (2020) most film productions requires direct or indirect government support, this support ordinarily comes through the film commissions. Therefore, since KwaZulu-Natal Film Commission is the main funding body in KwaZulu-Natal, the researcher saw it important to explore the impact of cost and time overruns on film projects that are funded by KZNFC. There have been studies previously conducted on the external factors that contribute to cost and time overruns, such as high inflation rates, harsh weather conditions and other social factors (Kaliba, Muya & Mumba, 2009). Therefore, it was in this context that the researcher saw it fit to zoom in to the film industry, which operates in the similar environment as those above mentioned projects, as argued by Egebjerg (2012) film industry and construction operates in the similar complex environment. Rykar and Ghadge (2016) further state that cost and time overruns can be caused by different factors depending on the project type. This study explored the causes and consequences of cost and time overruns on projects funded by KZNFC. Furthermore, the findings of the study aided by recommending methods to minimise cost and time overruns for these projects.

A failure to complete projects on time and within budget is a challenge that continues to affect the progress of many organisations throughout the world, despite a great deal of improvement within the field of project management (PM) (Simushi & Wium, 2020). The challenges that lead to cost and time overruns differ from project to project; however, some challenges are common in most film production projects, such as a skills gap, which leads to poor planning (National Film and Video Foundation, 2011; 2017). Tshidavhu and Khatleli (2020) argued that lack of skilled labour, poor expertise of contractors, inappropriate planning, and the incompetence of subcontractors are among the causes of delays in the completion of construction projects. Although construction and film are different sectors, they operate in a similar environment, thus, the above statements can be generalised to the film sector. In developed Western countries, the film industry has become the main cultural sector with

mature, experienced operational management (Lu, 2019). For instance, every aspect of film production management in Hollywood has become reasonably mature after several years of investment and development (Lu, 2019). The film industry is one of the sectors upon which the KwaZulu-Natal (KZN) provincial government pinned its hopes, to contribute to the growth of the province's economy, as it plays a role in many different sectors of the economy, including hospitality, tourism and leisure, transport, and other service-orientated businesses. Noonan (2020) argued that the film industry in Europe is regarded as a platform to showcase culture and an economy-stimulating mechanism, to attract investments and build local filmmaking ability. This was echoed by Dastidar and Elliott (2020), who argued that the Indian local economy benefited beyond the employment that resulted from film production. Locations seen in Bollywood productions attracted many tourists, boosting local tourism and subsequently increasing the country's gross domestic product (GDP).

Any delays to project completion or unnecessary cost escalations do not only affect the film industry but also other supporting industries that are involved in their process. The present study was undertaken to explore and gain a deeper understanding of the causes and consequences of cost and time overruns on KwaZulu-Natal Film Commission (KZNFC)-funded film projects and propose recommendations to reduce cost and time overruns and benefit KZNFC and its stakeholders in managing projects most effectively and efficiently. The findings analysis of the study articulated the enabling factors that contribute to project cost and time overruns on film projects that are funded by KZNFC. The findings were presented in line with the responses from six participants from KZNFC. Better insights into the challenges of cost and time overruns can aid in further meaningful contributions to the subject.

1.3 Problem statement

When a particular project is not completed within a planned timeframe and within the initial budget, this is referred to as cost and time overrun (Raykar & Ghadge, 2016). Several studies have been undertaken on cost and time overruns in construction and other project management-related fields, as cited on the following studies (Aljohani, Ahiaga-Dagbui & Moore, 2017; Dlamini & Cumberlege, 2021; Alhammadi & Memon, 2020; Aboagye, 2019; Naveenkumar & Prabhu, 2016). There is a paucity of literature available that focuses on the film industry and government funding entities within the industry, hence the need for the study. The study attempted to explore the factors that contribute to project cost and time overruns for film projects funded by KZNFC and to understand the causes and consequences of these factors. In the interview (Appendix F) participant1 stated that there are several KZNFC projects approved

for funding within a financial year, the majority of fiction production films are completed outside the scheduled timeframe, and some of which requires additional funding to be completed. Tse & Love (2003) argued that projects completion delays of any form results in additional time and resources being required to complete the project. Though there is available literature on cost and time overruns on projects in general and some within the film industry, the researcher identified a gap from the funding bodies point of view. According to Perera & Dewagoda (2021) payment delays have become synonymous with government-funded projects, which have become a longstanding issue. To mitigate the consequences of these delays, their root causes must first be identified before trying to develop solutions.

Thus, this study aimed at ascertaining the perspective of the employees of the government funding body within the film industry, in this case the KZFC, in order to understand the causes of cost and time overruns within the film industry from the viewpoint of the funding body. This study concluded by providing recommendations to minimise cost and time overruns on KZNFC funded projects for film makers, policy makers, project managers and KZNFC management.

1.4 Study focus

The study focused on the causes and consequences of project cost and time overruns on projects funded by KZNFC. The findings of the study uncovered various recommendations on processes to be followed for projects to be completed within allocated budgets and scheduled time frames. The study was conducted at KZNFC, the study population included all MID unit employees, and it was narrowed down to the P&D unit.

1.5 Research aim

The study aimed to investigate the factors contributing to project cost and time overruns in projects funded by KZNFC, their impact on the performance of the P&D Unit, and to identify effective measures that could be employed to reduce cost and time overruns, and further improve projects outcomes.

1.5.1 Research objectives

The objectives of the study were as follows:

- To investigate the causes of project cost and time overruns in projects funded by KZNFC
- To examine the consequences of project cost and time overruns on the performance of the P&D Unit
- To identify measures that can be implemented to reduce project cost and time overruns in film projects funded by KZNFC

1.5.2 Research question

What are the factors contributing to project cost and time overruns in projects funded by KZNFC, how do these overruns impact the performance of the P&D Unit, and what measures can be identified to improve project outcomes?

- What are the causes of project cost and time overruns in projects funded by KZNFC?
- What are the consequences of project cost and time overruns on the performance of the P&D Unit?
- What measures can be implemented to reduce project cost and time overruns in film projects funded by KZNFC?

1.6 Significance of the study

It costs a significant amount of money to put together a film production project, and the cast and crew members required to put together a good production are not always available at the same time. Therefore, whenever these resources are booked and their availability confirmed, producers and all others managing the project should ensure that time is properly managed, and delays are avoided. Both cost and time overruns are common amongst projects funded by KZNFC projects. The findings and conclusions of the study may benefit KZNFC and all other government organisations involved in funding the film industry. It is anticipated that the findings of the study will highlight focus areas in KZNFC's business processes that require changes and improvement to reduce cost and time overruns on its funded projects and avoid budget rollovers.

Management may benefit from insights into the challenges faced by employees and project managers and proposed changes to the business process to overcome these challenges. For policymakers, the findings of the study might identify potential policy changes to assist the progress of the film industry and the creative sector as a whole. For filmmakers, it may highlight areas within their scope that may require improvement and provide reasons for

application rejection and contributing factors to project completion delays. This may assist filmmakers in improving planning. Finally, findings from the study may assist in reducing cost and time overruns in film production projects, especially those funded by government entities.

1.7 Delimitation of the study

Delimitation of a study refers to the definition of the boundaries of the scope of a study. Delimitations are a finding of intentional choices made by the researcher, which manifest within the objectives and questions of a study (Simon & Goes, 2013). Only six senior employees participated as respondents in the study while junior employees were excluded. The study was limited to the P&D Unit of KZNFC. The researcher decided to conduct an introspective study, where participants were employees of KZNFC and excluded filmmakers. The study was conducted in a single organisation, so its findings cannot be generalised to other organisations of similar nature.

1.8 Chapters outline

This dissertation is structured and presented in six chapters. Chapter one presented an introduction and background information about the study, elaborated on the focus of the study, addressed the problem statement, articulated the research aims; research objectives and outlined the research questions and significance of the study, and presented delimitations of the study. Chapter two presented the review of the literature of other similar studies. The literature review focused on the following topics: Project Management theories, factors that contribute to time and cost overruns, causes and consequences of cost and time overruns in Project Management, the state of the film industry in South Africa and its contribution to the country's economy, challenges facing the film industry leading to cost and time overruns, empirical research on cost and time overruns, proposals to reduce cost and time overruns, and lastly the summary of the chapter summed up chapter two.

Chapter three presented the methodology of the research. Starting with the introduction of the study which presented the research onion, followed by the research philosophy employed to the study and components of research paradigms, then research approach articulated the suitable approach for the study, research strategies are explained and then the applicable strategy to the study was singled out, research choice of the study covered the research design and research method, time horizon of the study was articulated which was cross-sectional time horizon, data collection techniques and analyses procedure used in the study was highlighted, study population; sampling method and sample size was explained on this chapter, research

quality: credibility; transferability; dependability; and confirmability was presented to address the trustworthiness of the study, ethical considerations was addressed to give confidence that the study was conducted in an ethical manner, and lastly the chapter three summary summed up the entire chapter and provided an insight into chapter four. Chapter four presented the results and findings from interviews transcripts and findings were presented in diagrams for easy reading. Chapter five discussed the findings of the study in comparison with previous studies available literature and similarities were drawn to make sense of the findings linking them to the available literature. Chapter six presented the conclusions and recommendations of the study and provided implications for the problem statement.

1.9 Chapter summary

Chapter one detailed the motivation behind the study in exploring and understanding the factors that contribute to the causes of cost and time overruns in projects funded by KZNFC and the consequences thereof. This chapter stipulates the research questions which are aligned with the objectives of the study. This chapter further addressed the delimitations of the study. Chapter two will focus on the available literature relating to cost and time overruns conducted by other researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented an introduction of the study. This chapter presented the review of the previous literature relating to cost and time overruns and their contributing factors. This chapter includes theories relating to cost and time overruns and Project Management, the state of the film sector in South Africa and its impact on the country's economy. The diagram below describes the chapter layout (Figure 2.1).

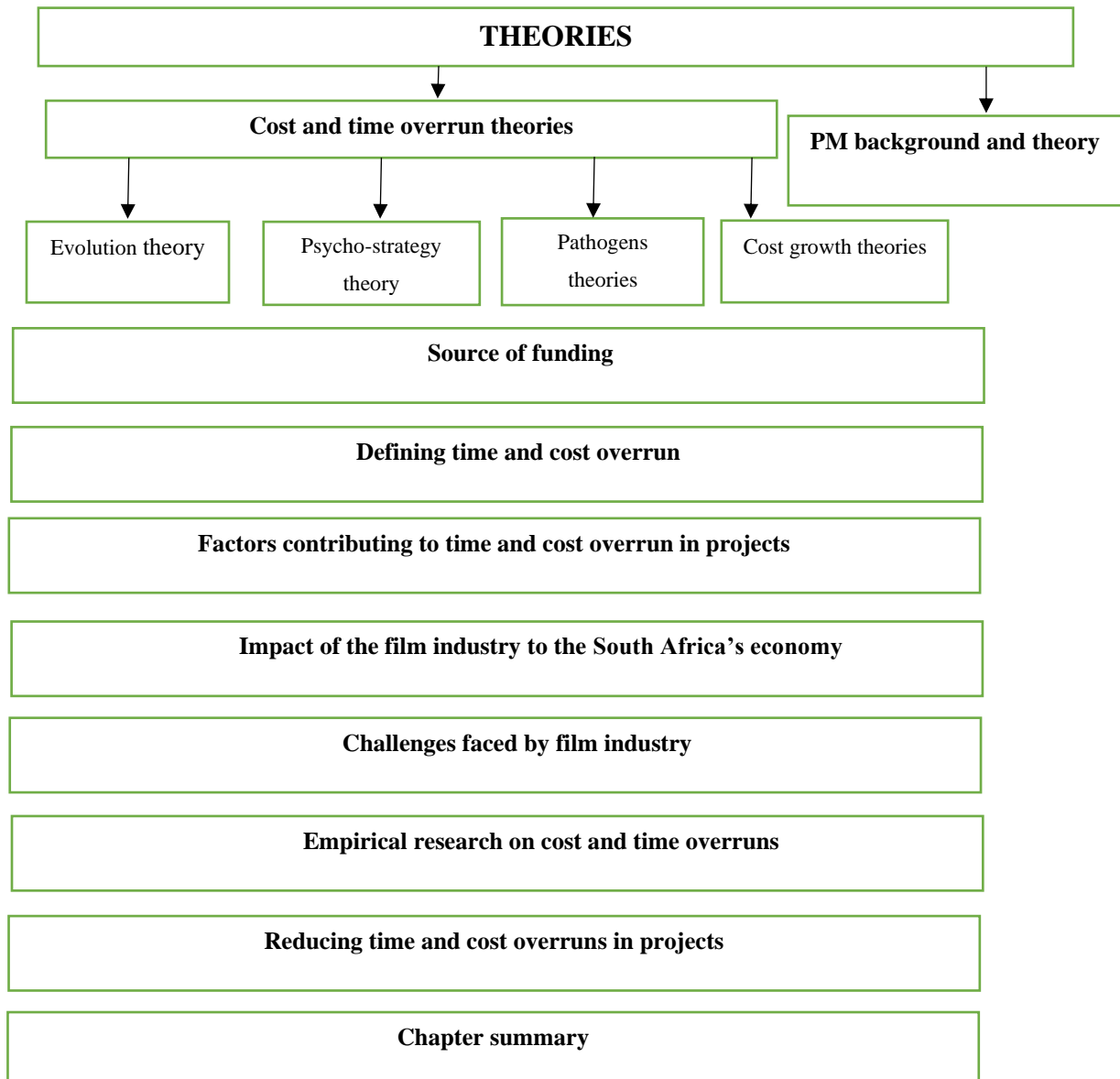


Figure 2. 1: Chapter two structural layout

2.2 Project management: Background and theory

PM was first introduced by the United States military and was commonly known as defence PM. At the time of its introduction, the project manager or commander roles did not include direct financial interests, thus budget control and management were perceived as irrelevant for quality and time. Over time, the concept of PM has progressively been adopted by businesses, beginning in the construction industry. The importance of cost has subsequently increased in importance and was named as the third element of PM, together with time and quality (Lu, 2019). In many projects, cost overruns are a long-standing issue, as is the involvement of numerous stakeholders in project overruns (Doloi, 2011). The production scope has a significant influence on cost control (Jackson, 2003).

The early model of project management was based upon optimisation, was utilised in the early 1950s in the aerospace period and is still useful to this day. This early model was based on the firm, typical, realistic model of engineering and applied mathematics, with an emphasis on completing projects on time, keeping costs under budget, and adhering to the initial scope. This approach was established to respond to project planning and management needs and is described as comprising more rationality, logical planning, formal process, and future-predicting analytical techniques (Chadee *et al.*, 2021).

PM theory is a group of proven effective methods for managing projects (Northouse, 2013). Northouse (2013) credited PM theory as being suitable for managing projects that are organised chaotically. As cited by Northouse (2013), Fayol (1916) expressed that the core function of management began with planning, organising, recruiting, and managing. According to Garell (2013), the managerial thinking theory was initially introduced by Fayol (1916) as a result from his lived experiences. In the 1960s, scholars and practitioners began developing the PM theory further (Engwall, 1998). The standardisation of PM instruments and practices gained traction in the 1980s after becoming recognisable models in the 1950s and 1960s (Garell, 2013). Project management capability was presented by Chen and Partington (2006) in the United Kingdom in three ranked levels: first, the planning and controlling of activities; second, the establishment of activities associated with the project comprising organising steps and project boundaries, and third, the assessing and managing of challenges. The third-level managers are highly skilled in comparison to first-level managers (Chen & Partington, 2006).

2.3 Cost and time overrun theories

There are two contentious theories associated with overruns in the extant literature: evolution and psycho-strategy theory (Love, Ahiaga-Dagbui & Irani, 2016). The evolution theory, largely accepted amongst researchers, assumes that overruns are a result of a change in the scope of work from the initial plan. However, Eizakshiri, Chan and Emsely (2011) suggest that this theory does not scrutinise the accuracy of the initial schedule and cost. Alsehami, Koskela and Tzortzopoulos (2013) argue that the evolution theory sees overruns as a result of poor PM practices both within the initial and implementation phases. This is supported by Frimpong, Oluwoye and Crawford (2003) and Le-Hoai, Lee and Lee (2008) who argue that inaccurate time and cost projections and inadequate PM skills are significant contributing factors to time and cost overruns.

According to Flyvbjerg (2013), psycho-strategy theory defines overruns as being a result of inaccurate projections and poor project planning due to optimism bias and falsification of strategy during the planning and projections-drafting stage. This theory provides clarity to the reasons for inaccurate projections and poor planning by suggesting that they are to gain support for the project in a disingenuous manner.

Ahiaga-Dagbui and Smith (2014) outline both the pathogen and cost-growth theories. Pathogens refer to in-between events which are usually not considered at the conceptual stage of a project, such as errors in build-up costs. The second theory is the cost-growth theory, which relates to the evolution of a project as a result of a change in project scope, team, and required skills. This theory can be viewed as the evolution theory with the acknowledgement of change being inevitable, which diagnoses a problem without presenting a viable solution (Simushi & Wium, 2020).

In conclusion, neither the evolution nor psycho-strategy is likely to provide a complete understanding of the causes of the overruns, especially in large-scale projects. Other scholars have identified additional external factors outside of the microenvironmental factors to be the main causes of cost and time overruns. These include unfavourable weather conditions, a high inflation rate, and other social factors (Kaliba, Muya & Mumba, 2009). Factors beyond the control of the project team which impact the running of a project include socio-environmental issues such as the legal system, organised community structures, political system, and cultural issues.

2.4 Sourcing funding

The responsibility of sourcing the funds required to finance the activities of film production, from development to post-production, falls upon the producer. There are different methods available to the producer for sourcing funding for a film project. The first option is self-funding, in which a producer pays out of their pocket. The second option is private financing, which is normally provided with interest from the funder to maximise their investment. The third option is promoter equity in the form of distribution rights. This method is only available to experienced producers who have built their reputations in the industry (Wankhade, 2009).

Few film productions can be completed without any form of direct or indirect government support. The most common outlets used to fund films are film institutes, screen agencies, and film funds, also known as film commissions. Although regarded as cultural agencies, the scope of film commissions has increased in the past twenty years to include economical activities by attracting investment, building industry infrastructure, and increasing labour capacity (Noonan, 2020). Murschetz, Teichmann, and Karmasin (2018) note that state support for films is funded by the budgets of national and local governments, tax incentives, and lottery proceeds.

Film productions and other forms of cinematographic products are generated from revenue received from sales at the box office, advertising revenue from cinemas, private investments, and sponsorship. Another financing option for film projects is in-house funding and production-finance-distribution deals with television stations, television pre-sales, financing through debt, and end-user financing play. However, there are obstacles to accessing these types of financing sources, highlighting the importance of government funding. In South Africa, government agencies are part of the funding structures for the film industry. These agencies include the National Film and Video Foundation (NFVF), Department of Trade and Industries (DTI), Industrial Development Cooperation (IDC), Gauteng Film Commission (GFC), Cape Town Film Commission (CTFC), Durban Film Office (DFO) and KZNFC.

2.5 Defining time and cost overruns

According to Raykar and Ghadge (2016), the time required to finish a project past the contracted time is defined as the time overrun. Time overrun occurs when a project is completed later than the initial pre-planned date due to unexpected incidents. Time overruns are also referred to as project delays. Delays are consequences that increase the duration of the project's completion (Kavuma, Ock & Jang, 2019). Patel, Bhavsar and Pitroda (2016) defined the difference between the projected completion time of a project and the actual completion

time of a project to be the time overrun. Gbahabo and Samuel (2017) defined cost overrun as the difference between the actual project cost when the project is completed and the initial approved budget with escalation costs. Whereas time overrun is defined as a difference between the actual project execution period and the estimated project completion schedule, project delay can be defined as when a project is not completed within the pre-determined timeframe (Patel, Bhavsar & Pitroda, 2016).

Kavuma, Ock and Jang (2019) argue that cost overrun is the surplus of the actual spent cost above the budget. The phrase “cost increase” and “budget overrun” are used interchangeably to imply cost overruns. The difference between the initial estimated cost and the actual project cost is referred to as the cost overrun. This can be expressed in an equation as follows:

$$\text{Cost overrun} = \frac{\text{Initial cost} - \text{Actual cost}}{\text{Actual cost}}$$

Cost overruns can be caused by different factors depending on the project type, and can be defined as the difference between the initial agreed budget and the actual budget spent on the project (Rykar & Ghadge, 2016). When the final project cost exceeds the initial budgeted cost, that is referred to as cost overrun. Dlamini and Cumberlege (2021) argue that cost overrun is basically outlined as a surplus of real cost over budget and is also known as cost escalation or budget overrun. Cost overruns are unexpected costs gained over an initial focused amount as a result of underbudgeting of the actual cost (Dlamini & Cumberlege, 2021). Cost overruns are incidents in which the actual project cost is above the initial budgeted cost (Saidu & Shakantu, 2017). Moreover, cost overruns can be regarded as the percentage of final costs above the forecasted project costs (Dlamini & Cumberlege, 2021).

2.6 Factors contributing to time and cost overruns in projects

There is a lot of literature available on time and cost overruns in PM. However, this literature is mostly based on construction and other sectors. Many factors contribute to the success or failure of any project. Nine out of ten projects are said to fail as a result of incompetent project managers (Dlamini & Cumberlege, 2021). The project manager is considered to be the key contributor to the success of any project. The project manager’s expertise, roles, duties, and responsibilities have a direct impact on the success of a project. There are many specialised skills that a project manager should possess to avoid cost overruns and limit delays (Dlamini & Cumberlege, 2021).

Alhammadi and Memon (2020) argue that the processes involved in construction are subjected to the impact of extremely variable causes of unpredictability, such as the availability of resources, environmental circumstances, financial challenges, political conditions, insufficient productivity, and contractual disputes. The most important factors in the success of a project are the ability to manage cost, time, and the quality of the project. These factors drawn from the construction industry can also apply to the film industry. A study conducted in Ghana reported the finding that many projects in developing countries suffer from time overruns and budget escalations as a result of poor project planning and management. Several studies have been conducted trying to understand, and therefore curb, these phenomena (Aboagye, 2019). The construction sector has a poor reputation when it comes to project budget management.

A study conducted by Aljohani, Ahiaga-Dagbui and Moore (2017) reported that nine out of ten projects encounter cost overruns. Dlamini and Cumberlege (2021) argue that planning and uncertainty depend upon a project manager's lack of experience, the variation in the scope of work, financial mismanagement, miscommunication, improper site management, lack of equipment availability, and failing to adopt new technology. According to Mulenga and Bekker (2015), inadequate pre-planning, including the underestimation of cost and time, is among the factors that contribute to project time and cost overruns. Events that hinder project progress and postpone pursuits are referred to as delays. These delays can be due to bad weather, limited resources, or an increase in or change of scope of work. Delays in projects can be as a result of internal or external factors (Naveenkumar & Prabhu, 2016).

Cost overrun are as a results of project implementation delays (Singh, 2010). A study conducted in Nigeria identified the following enabling factors to time and cost overruns: payment delays, poor PM, limited resources, incorrect budget, and inadequate time estimation for the project (Mansfield, Ugwu & Doran, 1994). Mansfield, Ugwu and Doran (1994) further argue that a change in the scope of work, poor planning, and unpredictable weather conditions have a negative impact on time and cost overruns. These factors can be applied to the sphere of film production because it operates in a similar environment in terms of weather, production schedule, and scope of work, for example in terms of script changing. It must be noted, however, that most of the literature concerns the construction sector. Delays caused by service providers can largely be attributed to poor PM, which result in work having to be redone, causing further delays. Poor planning and insufficient financial skill are the downfall of many emerging service providers (Ahmed *et al.*, 2003). Time overruns are often due to failure to identify potential schedule overruns and address them before they become a more serious

problem (Mukuka, Aigbavboa & Thwala, 2015). Project cost and time overruns can lead to disruption in workflow, budget overruns, contractual disputes, and low output. Some of the factors that affect time overruns include delays in implementation, underbudgeting, a lack of proper feasibility study, miscommunication amongst parties, miscalculating completion time, a lack of suitable skilled labour, and poor PM (Raykar & Ghadge, 2016). Poor project administration and management slow decision-making by those running the projects. Scope amendments and poor communication are among the contributing causes of project completion delays. Poor scheduling and time control, financial challenges, and other external factors brought about by service providers are also causes of cost and time overruns (Tshidavhu & Khatleli, 2020).

Wankhade (2009) argues that the movie-making process in Bollywood is different from anywhere else in the world because of its disorganised nature, high risk, and its high level of unprofessionalism. The responsibility of ensuring that a project is completed on schedule rests with the producer. Although in some instances project completion time is pre-determined, in most instances production extends beyond its scheduled timeframe. Some of the causes for delays are the unavailability of lead actors or actresses, other crew and cast members, creative material, or lack of funds. Wankhade (2009) argues that these factors are the main reasons for the Bollywood industry being unable to compete at the high level of its international counterparts, such as Hollywood. Ordinarily, it takes between fifteen and eighteen months to complete a large-budget Bollywood production. Very few projects meet this threshold.

Any type of delay in projects result in more time and resources needed to complete the project accordingly (Tse & Love, 2003). Payment delays have become synonymous with government-funded projects, which have become a longstanding issue. To mitigate the consequences of these delays, their root causes must first be identified before trying to develop solutions (Perera & Dewagoda, 2021). Natural disasters, such as the global COVID-19 pandemic, contribute significantly to cost and time overruns in the film industry. Almost all film sets were closed due to COVID-19 regulations as there was no or very limited movement allowed at that time, which led to further delays. New filming protocols were gazetted to minimise the spread of the virus. These changes added additional costs to film projects (Akser, 2020). A study commissioned by the Moses Kotane Institute (MKI) and KZNFC (2020) reported an increase in studio hygiene maintenance costs, as studios had to be fitted with sanitisers throughout. Facemask wearing was mandatory for make-up artists, and equipment, props, and jewellery were cleaned before and after use.

Pregolato *et al.* (2017) argue that floods greatly disrupt infrastructure, which plays a huge role in the health of a country's economy. Heavy rains pose a great threat to the safety of the people and lead to great social and economic disruption. Tshidavhu and Khatleli (2020) argue that environmental challenges such as heavy weather conditions (severe wind, floods, or hailstorms) are factors that contribute to project completion delays due to broken-down infrastructure which reduces access to a project site or location. Riots and violent attacks on businesses that have been occurring more frequently in South Africa are negatively impacting businesses. These attacks, which are often accompanied by threats of physical harm and disruption of property and infrastructure, have a negative impact on ongoing projects. The financial implications of these disruptions are dire, as no business can withstand the ongoing attack of work extortion, threats to, and intimidation of its employees (Pocock, 2018). According to Qureshi *et al.* (2013), the work that is allocated to an employee to perform is referred to as a workload. There is an inverse U-shape relationship between workload and performance (Bruggen, 2015). There is also a relationship between workload and quality: if an employee feels that the amount of work given to them is reasonable, they produce higher-quality work.

2.7 Impact of the film industry on the South African economy

The average growth of the global film industry between 2014 and 2019 was 0,1% and the revenue grew at an annualised 3,8% in 2019 (Stein, Barton & Pierson, 2021). The success of the global film industry is dependent on the discretionary spending of consumers all over the world. This means that whenever movie-goers disposable income declines, the industry suffers. In 2019, the North American, European and Northern Asian markets combined generated an estimated 76% of film revenue. (Stein, Barton & Pierson, 2021). The South African film industry consists of feature films, documentaries, TV series, animation, and short films. The film industry comprises many activities and cuts across many different industries. The film industry creates direct employment through production and post-production companies, crew and casting agencies, equipment hire companies, set design and manufacturing companies, and prop suppliers. The film industry also creates indirect employment through supporting industries such as hospitality, education and training, and the transport sector (MKI & KZNFC, 2021). South African film producers fall short of their leading global counterparts, particularly those in Hollywood and Bollywood, in terms of film output. In 2019, Hollywood produced 19 101 film productions, while 1 678 were produced by Bollywood. In the same year, only 190 films were produced in South Africa, grossing a total revenue of R1,2 billion (MKI & KZNFC,

2021). In 2018 and 2019 the South African film growth rate decreased by 6%, from R1,3 billion to R1,2 billion. The effects of the COVID-19 pandemic are projected to have ongoing negative implications for growth in the film industry (MKI & KZNFC, 2021). A study commissioned by the NFVF (2017) indicated that the film industry has a positive impact on the economy of South Africa. Within the 2016/2017 financial year, the industry directly contributed approximately R4.4 billion to the country's economy. When indirect contributions from other film-related services were included, this total amounted to approximately R12,2 billion. From 2013 to 2017, the net operational spending amounted to R17,5 billion. In the 2016/2017 financial year, the film industry was responsible for an increase in the South African employment rate. For every R1 invested into the film industry, the employment multiplier increased by 4.9.

The film industry in KZN is relatively small when compared with other regions such as Gauteng and the Western Cape concerning the number of productions. Gauteng produces 55% of film productions, while the Western Cape produces 25% and KZN less than 10% (NFVF, 2017). The competitive advantage of both Gauteng and the Western Cape is improved infrastructure in the form of production studios. Both provinces attract highly skilled individuals into production based in these two provinces. The construction of film studios in KZN may raise the profile of the province and attract more productions and skilled individuals (NFVF, 2017).

2.8 Challenges faced by the film industry

Restrictions on access to funding have been named in several industry reports as being among the main challenges facing the film industry in South Africa. Other challenges include the unavailability of required facilities, limited industry-focused training, and a small number of competent scriptwriters (Tuomi, 2006). A report produced by the NFVF (2011) highlighted the business skills gap, poor coordination amongst various stakeholders, and limitations on access to the market as additional challenges facing the film industry in South Africa. The report also noted various threats facing the film industry, such as volatile exchange rates, unattractive incentives when compared to other filming destinations, perception of the country, lack of government support, and lack of coordination or clear mandates by government departments and their agencies (NFVF, 2011). A study conducted by Baranova (2013) highlighted the challenges facing independent filmmakers with limited funding options at their disposal. Unlike their large production studio counterparts, independent filmmakers are responsible for seeking the full funding amount required for their projects. A study conducted in the Nigerian

film industry suggested that a lack of creativity by local filmmakers resulted in poor acting and directing skills, and subsequently poor quality film projects (Madichie, 2010).

2.9.1 Empirical research on cost and time overruns

A study conducted by Lu (2019) in the Chinese small-budget film sector revealed that as far as small-budget films are concerned, there are still several management deficits when it comes to the producing aspects of films. This results to funds being wasted unnecessarily, moreover because of several human factors, and subsequently leading to excessive costs overruns. Therefore, the above context provided by Lu (2019) will be useful in answering the first part of the secondary objective of the study, which is “What are the causes of project cost and time overruns in projects funded by KZNFC?”. Furthermore, Lu (2019) argued that high costs do not necessarily results in the greater success of the film, and low costs does not results in low quality of the end product. The costs control in the on films in China is still at its early stages, and there are particular challenges in all aspects. Especially, people responsible for controlling costs should change from the position of one financial accountant to the position of management accountant (Chen, 2018).

According to Egebjerg (2012) a comparative research was conducted on large, professional movie sets and construction sites and the results revealed that conditions for movie production were way more complicated and volatile, with an unexpected surprises, shifting facilities and in most cases with a number of groups of professional people needing coordination in different locations on hourly basis. The above statement do support the narrative the researcher presented that the uncertain conditions within the production sets have similar nature to those found in construction sites. Furthermore, a study conducted by Deloitte revealed that the film industry have far better controls of time, budget and quality outputs when compared to the construction industry (Egebjerg, 2013). The big movie studios uses digital process management system tools to micro-manage processes in a flexible manner to cater for dynamic changing processes (Egebjerg, 2013). These digital management system tools will be worth looking into when the researcher is answering the third objective of the study.

2.9.2 Reducing cost and time overruns in project management

Planning is the most integral part of PM and the main driver against cost and time overruns. Proper planning and scheduling are important for projects to be completed on time and avoid delays. Open communication between stakeholders is very important for the success of a project. Okeyo, Rambo and Odundo (2015) argue that paying contractors on time prevents cost

and time overruns, especially in developing economies. Factors causing project completion delays include delays in the distribution of funds by funding parties, political interference, and delayed payment approval by accounting officers. This was supported by Tshidavhu and Khatleli (2020), who cited political interference as being a source of hindrance contributing to project completion delays, identifying that these enabling factors must be addressed to limit or avoid cost and time overruns. In the process of executing a project, challenges may arise that were unanticipated at an initial stage. Frequent project status meetings can ensure that all parties are on the same page and provide a platform to address these challenges and perform any necessary readjustments. However, these meetings should not be so frequent that they end up being time-consuming. Decision-makers must participate in these meetings to avoid information distortion. The progress and monitoring of projects should be part of the service level agreement signed by all parties (Aziz *et al.*, 2013).

According to Roslan (2015), completing projects within their budget and projected timeframe requires comprehensive strategic planning, discipline, and vigilant, sound decision-making. Some measures can be put in place to avoid the causes and reduce the impact of costs and time overruns, in particular, employing available effective PM tools. It is thus vital for modern organisations to assess their investment in projects in their early stages while understanding the economic consequences associated with the project and ensuring that the project is managed effectively throughout. Any project funding should be finalised after all due diligence has been done and all information is available to the funder regarding the requirements of the project. Those tasked with managing the project must pay attention to cost and time management, as any diversion in this regard may lead to the project being completed over the initial budget and beyond the scheduled timeframe. It is therefore imperative for all involved in the project to be equipped with cost and time management skills (Mulla & Waghmare, 2015). The objective of project control is to ensure that projects are completed within their scheduled time and allocated budget and that they fulfil their purpose (Olawale & Sun, 2010). Project controls include information collection, management, and analysis for projections and predictions, to understand and positively influence project cost and time results (Eshofonie, 2008). Martens and Vanhoucke (2017) argue that the completion time of a project is one of its key aspects for success. At the scheduling stage, a project safeguarding tool can be put in place to protect the project time limit. During the implementation stage, acceptable limits should be developed to create alert signals when the project time limit is under threat.

According to Khumalo (2017), a project leader is responsible for the success or collapse of a project. They are also responsible for the planning, implementation, and administration of a project. A project leader needs to ensure that procedures and processes are adhered to, for the project to be finished on time and within the approved budget. Time is an essential resource in PM. Those managing projects must be careful when planning timeframes because failure to do so could lead to project time overruns. It is therefore imperative for all involved in the project to possess time management skills, as lost time cannot be recuperated or restored (Nokes & Kelly, 2007).

Several processes must be followed to ensure that a project is completed within its initial approved budget. These processes include the planning of resources, cost estimation, budgeting, and cost controls. This comprises determining the financial and human resources required for the project and a sound understanding and disciplined attitude of a project manager concerning budget, to maintain and deliver a project of high quality upon completion. Cost and time management are related: for a project to be within its initial budget at the completion phase, it should also be completed within its initial scheduled time frame (Project Management Body of Knowledge, 2004). In the film industry, a more integrated approach to filmmakers' support programmes and funding is required amongst funding bodies and stakeholders at the local, provincial, and national levels (NFVF, 2017).

2.10 Chapter summary

Much of the literature explored in the study was noted to relate to the construction industry; however, the content was relatable to the topic under study. Available literature related to the film industry was reviewed and combined with similar literature from other industries. The literature review indicated that issues of cost and time overrun are challenges experienced in many projects worldwide, and to which those in PM have become accustomed. Most film projects funded by KZNFC experience cost and time overruns. The following chapter will address the methodology used in the study. Chapter Three will describe participant recruitment, research design, research choice, research population, data collection instruments and strategies, data analysis, research quality, ethical considerations, and delimitations of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter Two focused on the review of the literature from previous studies related to this study. Chapter Three discusses the methodology used for the study, including research philosophies and components of paradigms; research approaches; research strategies; research choices; time horizons; and data collection techniques and analyses procedures that was employed in the study and articulates its significance, including the profile of the study population; sampling method and sample size; study site, research quality; ethical considerations. According to Saunders and Rojon (2011), research methodology can be described as the theory that is used in conducting research. Rajasekar *et al.* (2013) further argue that research methodology is a well-coordinated approach directed at coming up with a solution to a research problem. The research onion (Figure 3.1) depicts the layout of the research methodology of the study, articulating the sequence that was followed by the researcher.

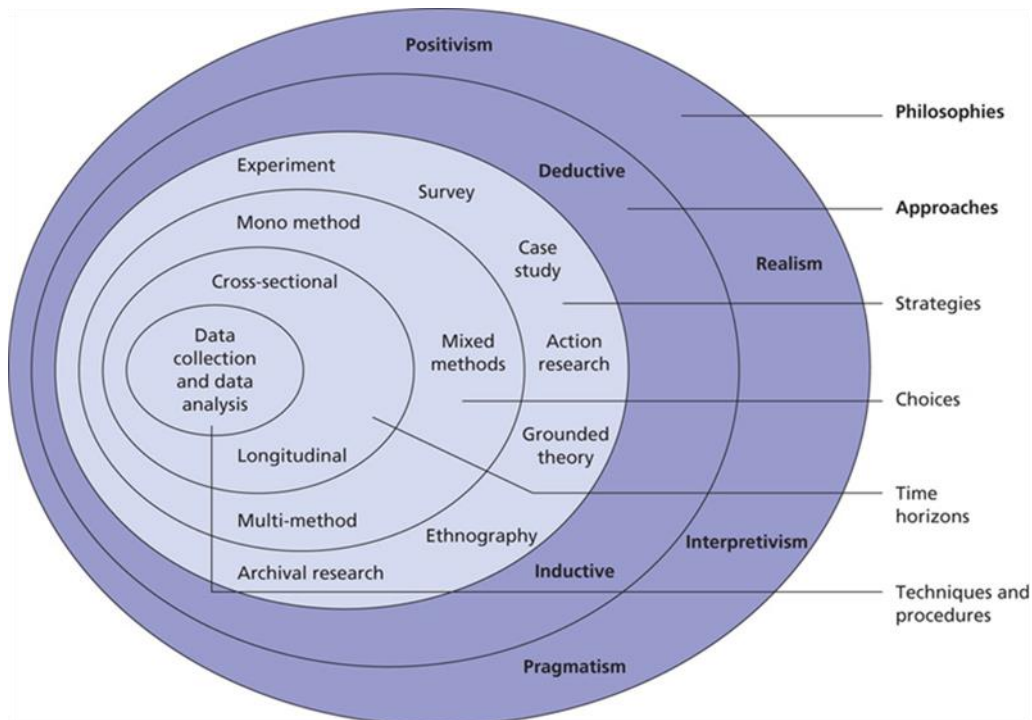


Figure 3. 1: Research onion

Source: Adapted from Saunders et al., (2009: 108).

3.2 Research philosophies

Research philosophy is the starting point and gives direction to the research process (Mayer, 2015). Research philosophy or paradigm determines the research methodology chosen by the researcher, which is determined by the objectives of the study, the instruments used, and the willingness to solve the problem at hand (Khaldi, 2017). A research paradigm is best described as a worldview, known as an assumption or a set of beliefs that channels researcher's inquest. Each researcher brings philosophical assumptions to their research (Rocco *et al.*, 2003). Paradigms are important because they provide an indication of the discipline undertaken by the researcher and what influenced them, and this can assist in interpreting the findings of the study. It is therefore paramount to indicate the study's paradigm or philosophy (Kivunja & Kuyini, 2017).

A theoretical viewpoint determines the theoretical perspective of deciding and establishing the research methodology (Crotty, 1998). Research paradigm is a vital component as it is beneficial for deciding the research strategy to be used and why (Easterby-Smith, Thorpe, & Lowe, 1999), whereas Saunders et al. (2009) deemed research philosophies as a researcher's thoughts of the development of knowledge. However, there are four research philosophy types based on the views of the researchers in relation to the research process: positivism, interpretivism, realism, pragmatism (Saunders et al., 2009).

- **Positivism:** The Positivist viewpoint assumes the philosophical posture of the natural science, and the findings of Positivism paradigm can be law-like generalisations, as same to the findings attained by physical and natural scientists (Saunders et al., 2009).
- **Realism:** Realism is another form of research paradigm that speaks to scientific enquiry. The Realist paradigm is rooted on the premise that reality occurs within the world spectrum, and this reality is autonomous of human opinions and viewpoints. Realism is in opposition to fundamentalism because of the existence of reality is autonomous. Furthermore, Realism is one type of epistemology, and hence it is alike to positivism that takes a posture of the scientific approach to develop knowledge (Saunders et al., 2009: pp.114-115).
- **Pragmatism:** Pragmatism proclaims that the reality occurs within the realm of the world, and it backs the science which is impartial in nature. Furthermore, this paradigm argues that individualism may affect how people see the world, and that makes the research to be subjective (Al-Ababneh, 2020).
- **Interpretivism:** Interpretivism is one of the hypothetical perspective that emerged in contrast to positivism to comprehend and explain human and social reality. The

interpretivist methodology explores culturally derived and historically positioned understandings of the social life world. On the other hand, the positivist approach follows the methods of natural sciences by way of supposedly value-free, separate observation, classifying worldwide features of human-hood, society and history that stipulates clarification and subsequently probability and control (Crotty, 1998). Interpretivism approach take into consideration that the condition in each organisation is unique, and are different from other conditions. This methodology is not a suitable method for generality because of the changing state of organisations and various perspectives by people as well as the intricacy and distinctiveness of the world (Saunders et al., 2009). This interpretivist paradigm develops knowledge in a different way by paying attention to subjective and descriptive method to deal with complicated conditions instead of an objective and statistical method (Remenyi et al., 2005). Social research is multifaceted and does not give itself to theorising by exact laws such as other research in science. Social research requires probing behind law-like generalisations due to the complication of the social sciences, and the philosophy of this research is interpretivist (Saunders et al., 2009). This study used Interpretivist research paradigm.

3.2.1 Components of paradigms

There are different progressive components available to the researcher. Such as ontology, epistemology and methodology. The critical question is, among the three components, which one should the researcher start with? (Ugwu, Ekere & Onoh, 2021). Ontological assumptions comes first, which refers to clearly setting out the relationship between what the researcher thinks should be studied, connecting it to epistemological assumptions which refers to what could be known, and followed by methodological approach which refers to how to go about conducting the research. Ontological assumptions informs the epistemological assumptions which subsequently informs the researcher's methodology and these assumptions will provide direction to methodological approach which includes the research design and methods to be used for data collection (Ugwu, Ekere & Onoh, 2021).

- **Ontology:**

There are several ontological approaches in a particular research that a researcher can take. Starting with realist ontological position also referred to as single realism. Pragmatist ontology links to the reality of individual reality which can be researched, grasped and experienced. This can be interpreted as that the real world is autonomous of human existence. This reality can be grasped from the researcher's sense of experience that is

outside, objective and autonomous of the participants of the study. Secondly; is the relativist ontology which holds a view that problem statement have many realities, or that reality is created inside the mind of a human being, to an extent that no single realism exists. Rather, reality is comparative based on how individuals experience it at whichever given period and place. Thirdly; non-singular ontology argues that there is no single method to explain reality and comprehend behaviour of a human. This ontology approach support a pragmatic method to understand behaviour of human, or a combination of orientation or viewpoint (Ugwu, Ekere & Onoh, 2021). According to (Cresswell, 2007) qualitative research approach leans more to the position of multiple realities instead of a singular reality. It was in that context that the ontological position for this study took a posture of a non-singular ontology.

- **Epistemology:**

The epistemology of a research paradigm refers to how we get to know something, how we know the reality or the truth, or what falls under knowledge (Nguye, 2019). The answer for how the truth is perceived or what falls under knowledge, is derived from sources of knowledge. Those knowledge sources are namely: intuitive knowledge, logical knowledge, authoritative knowledge and empirical knowledge. If the researcher relies on the data collected from experts, books and organisational leaders, that means the epistemology is rooted in authoritative knowledge (Ugwu, Ekere & Onoh, 2021). Hence, this study's epistemology was grounded in the authoritative knowledge since the data was collected from participants who were experts in the film project management.

- **Methodology:**

Methodology is a comprehensive terminology used to describe research approaches, designs, methods and procedures utilised to conduct a well-coordinated research. Data collection, study participants, tools used, and data analysis forms part and parcel of the broader field of research methodology. Methodology should respond to the question of how the researcher is going to obtain desired data in order to answer the research question(s) and accordingly, contribute to the knowledge (Ugwu, Ekere & Onoh, 2021). Creswell (2018) argued that there are essentially two categories of research approaches, specifically; quantitative and qualitative research approaches. But, there is also a mixed research approach which is the combination of the two approaches (Creswell, 2018). This study made use of qualitative research approach.

3.3 Research approaches

The inductive and deductive research approaches are the most suitable approaches to analyse qualitative data. To that degree as it is helpful to attribute these research approaches to the different philosophies of research, deductive leans more to positivism and inductive to interpretivism (Saunders et al., 2009).

The data analysis process include engaging with the data through reading and processing to grasp the overall data and gain an understanding of its deeper meaning (Azungah, 2018). Inductive and deductive approaches are useful tools to acquire new knowledge. The inductive approach begins with the observation of certain cases, and aims to ascertain a broader view, while the deductive approach begins with a broader view, and seeks to determine whether this view applies to specific cases (Hyde, 2000). The study made use of the inductive approach due to an inadequate framework to guide the development of the study. The inductive approach enables the researcher to explore the field with no limiting factors at play.

3.4 Research strategies

There are several research strategies that are available to the researcher when conducting a research. Each strategy can be employed in any of the following: exploratory, descriptive and explanatory research (Yin, 2003). Some of these clearly belong to the deductive approach, some to the inductive approach. Moreover, it must be emphasised that no research strategy is integrally greater or lesser to any other (Saunders et al., 2009).

- **Experimental research:**

This is a form of research that is founded in natural sciences, even though it is mostly used in social science research, mainly psychology (Saunders et al., 2009). The aim of an experiment is to examine causal connections; whether a change in one individual variable yields a change in another dependent variable (Hakim, 2000). The easiest experiments are concerned about a connection between two variables. The more complex experiments also take in to considerations the size of the change and the comparative importance of two or more individual variables. Experiments, therefore is mostly utilised in exploratory and explanatory research to answer ‘how’ and ‘why’ questions (Saunders et al., 2009).

- **Case study:**

Case study is a strategy used for doing research which involves a pragmatic investigation of a certain contemporary phenomenon within the context of real life using multiple sources of evidence (Robson, 2002:178). Yin (2003) further highlighted the importance of context,

adding that, within a case study, the limitations between the phenomenon being studied and the context within which it is being studied are not clearly evident. This is contrary to the experimental strategy that was outlined above, where the research is conducted within an extremely controlled environment. It is also different from the survey strategy where, although the research is conducted in context, the capacity to investigate and understand this context is restricted by the number of variables for which data can be collected (Saunders et al., 2009).

- **Action research:**

There are four common themes within the action research literature (Saunders et al., 2009). The first one pays attention and emphasises the research purpose: research in action instead of research about action (Coghlan, 2019) so that, take for instance, the research is of concern with the organisational issues resolution just like the consequences of change together with those who directly experiences the issues. The second one relates to the participation of experts in the research and, specifically, a collective democratic partnership between researchers and experts, they might be academics, other experts or internal or external advisors (Saunders et al., 2009).

- **Ethnography:** Is firmly rooted in the inductive approach. It originates from the discipline of anthropology. The main aim is to define and explain the social world the subjects of the research occupy in the way in which they would define and explain it (Saunders et al., 2009). This is clearly a research strategy that consume a great amount of time and takes place over an extended period of time as the researcher needs to plunge themselves in the social world being researched as completely as possible. The research process for this strategy should be adaptable and responsive to change since the researcher will continually be coming up with new patterns of thought about their observation (Saunders et al., 2009).

- **Archival research:**

This strategy uses administrative records and documents as the main data source. Archival research strategy is not to be confused with secondary data analysis. All research that utilises data contained in administrative records is certainly secondary data analysis. This is because this data was initially collected for a different purpose, the administration of the organisation (Saunders et al., 2009). But, when this data is used in an archival research strategy it is analysed because it is a product of day-to-day happenings (Hakim, 2000). They are, consequently, part of the reality that is being studied instead of having been collected initially as data for research purposes (Saunders et al., 2009).

- **Survey:**

The survey strategy is normally linked with the deductive method. It is a prevalent and regular strategy used in business and management research and it is most regularly utilised to respond to who, what, where, how much and how many enquiries. Hence, it inclines more towards exploratory and descriptive research (Saunders et al., 2009). Surveys are frequently used because of their ability to allow for a large data collection from a substantial population in a most efficient manner. Frequently acquired by using a questionnaire administered to a sample, the data is standardised, making it easy to compare it (Saunders et al., 2009). However, the questionnaire is not the only data collection tool that is usable for survey strategy. Structured observation, and structured interviews, with a standardised questions that are asked of all interviewees, also associated with this strategy (Saunders et al., 2009).

- **Grounded theory:**

Grounded theory, start collecting data without the formation of a primary theoretical framework. Development of theory is from data generated by a series of observations. This generated data results in the generation of estimations which are then put to the test in further observations that may confirm, or else, the estimation (Saunders et al., 2009). According to Collis and Hussey (2003) the continual reference to the data development and test theory result in calling grounded theory an inductive/ deductive approach, theory being grounded in such constant reference to the data. Khan (2014) argued that grounded theory is not at all a theory. Rather, it is a strategy, an approach, a method. Khan (2014) further argued that grounded theory could be most suitable be defined as a research strategy whose aim is to create theory from data. Grounded is best explained as that the theory will be created based on the data; hence, the theory will be rooted in data. Theory means that the objective of gathering and examining the research data is to create theory. The importance of grounded theory is that theory will be established inductively from data.

Grounded theory is known to be one of the most important strategies of qualitative research. Grounded theory is based on the symbolic engagement of theoretical perspectives and involves understanding of interpretive of actions and engagement within the social phenomenon understudy. But, the really interesting thing about grounded theory comes down from the fact that its epistemology and data collection techniques and analyses are of highly contested debates amongst the social scientists community. Grounded theory is still an evolving methodology and this is best illustrated in its diverse epistemological positions,

varying from (post)positivism to constructivism and postmodern situational analysis (Priya, 2016). There are different research designs available for quantitative research and grounded theory is one of them. Qualitative research make use of fairly unstructured procedures and tools to collect data such as in-depth unstructured interviews, semi-structured interviews and observations (Ugwu, Ekere & Onoh, 2021). This study made use of a grounded theory research strategy, using semi-structured interviews as a data extraction instrument.

3.5 Research choices

The research choice available to the researcher can either be mono method, which makes use of one research method, either quantitative or qualitative; or mixed methods, make use of both quantitative and qualitative method; or multi-method, this is where more than one data collection technique is used (Sanders et al., 2009). The choice depends on the objectives the researcher is aiming to achieve. This study made use mono research method, which was qualitative research method and using semi-structured interviews as the data collecting tool.

- **Research design**

The research design outlines the general framework of the research in terms of the data collection process (Bryman, 2012). It is the blueprint that determines the study's participants, setting, and data collection processes. The research design is thus the framework for the execution of the study's strategy (Flick, 2011). Saunders and Rojon (2011) report that research design articulates the required form of data, the required data collection and analysis methods, and how these processes are linked to provide answers to research questions or meet the objectives of the research. The research design choice is reliant on the research questions and objectives of the study (Creswell, 2018).

- **Research methods**

Research methods are sets of processes and well-coordinated procedures utilised by researchers to collect and analyse data in a specific study (Saunders & Rojon 2011). The nature of data collection and analysis technique is determined by the research method selected for a particular study. There are two notable research methods, namely quantitative and qualitative methods (Creswell, 2018). Quantitative methods enables the gathering of statistical data and the utilisation of statistical methods such as illustrative and parallel analysis to obtain meaning from the data, with the findings presented in graphical form (Bhattacharjee, 2012; Saunders & Rojon, 2011). Quantitative methods are suitable for phenomenon or research problem investigation from a wider scope, while still making use of methodical techniques for sampling to select illustrative samples from the whole

population (Rajasekar *et al.*, 2013). On the other hand, a qualitative research method enables researchers to gather non-statistical data such as videos, texts, and pictures. Qualitative methods make use of text analysis techniques such as thematic and content analysis to analyse data and present findings in chronicles (Bhattacharjee, 2012; Saunders & Rojon, 2011).

A single study can make use of both qualitative and quantitative methods to complement one another, this is referred to as a mixed methods. (Bhattacharjee, 2012; Saunders & Rojon, 2011). In the study, a qualitative research method was used as it enabled the comprehensive exploration and understanding of the causes and consequences of cost and time overrun on projects funded by KZNFC. Blaikie (2018) argues that a researcher must consider the best suitable technique to employ to collect data. According to Teherani *et al.* (2015), the qualitative research approach is primarily subjective, in that it tries to gain a broader understanding of societal experiences within their surroundings, meaning that the researcher examines the experiences of individuals within their environments. These experiences can include but are not restricted to, how people endure certain parts of their lives, the behaviour of individuals or groups, how organisations operate, and how communication influences relationships. In this research approach, the researcher becomes the main instrument for collecting data. The researcher investigates why certain events happen, and what the meanings of those events are to the participants under study (Creswell & Creswell, 2018).

Researchers making use of the constructivist paradigm believe that there is no single reality, and instead, the researcher prompts views of participants' realities. Qualitative research largely derives from post-constructivist philosophies. The selection of the qualitative approach dictated the use of interviews for the study. The data were collected using thirteen semi-structured interview questions. The interviews were conducted by the researcher using Microsoft Teams. The qualitative approach was appropriate for the study because it is most suitable for a study that is small in size.

3.6 Time Horizon

Time horizon of the study is one of the important aspect in the research, the data can be collected just once over a short period of time and that is referred to as cross-sectional or data can be collected several times over a period of time and that is referred to as longitudinal (Al-Ababneh, 2020). This study's time horizon was cross-sectional.

3.7 Data collection techniques and analyses procedures

This refers to multiple methods choices available to the researcher as data collecting techniques and procedures for analysing the data.

3.7.1 Data collection

A data collection method can be described as the technique and processes utilised in the collection of data to be used in a study. The adopted research method of the study determines the data collection method best suitable for the study. There are various available methods for collecting data for both qualitative and quantitative studies. Quantitative studies often make use of structured or non-structured questionnaires which are administered to participants in a survey format in paper form or electronically (Saunders & Rojon, 2011). The qualitative method uses interviews and questionnaires as data collection techniques (Ricci et al., 2019). Interviews are, however, more effective in prompting narrative information, which allows the researcher to further examine participants' views in details. The interview provides interviewees with an opportunity to express their feelings and thoughts more broadly (Alshenqeeti, 2014). An interview is a purposive and intentional type of conversation between two or more people (Saunders & Rojon, 2011), thus it is planned for and organised ahead of time. According to Cohen *et al.* (2013), an interview is a flexible tool that provides the researcher sufficient time to obtain more clear responses about the research paradigm or problem in the data collection process. The interviewer and the interviewee are both aware of the end goal and this is achieved through questions and answers (Luo & Wildemuth, 2009).

Interviews were the only data collection tool used in the study. Interviews can be classified as structured, semi-structured, or unstructured. The difference is based on whether the interaction between the two parties is structured formally or informally. The format choice is determined by the interviewer's end goal (Creswell & Creswell, 2018). In the study, semi-structured interviews were employed. The format of questions used during semi-structured interviews is predetermined; however, modification of the order of the questions can be done during the interview. Questions can be amended and some omitted if not applicable to a particular participant (Opie, 2019). The interviewer is given the liberty to probe the interviewee to elicit more information. Semi-structured interviews are more systematic than unstructured, but provide more flexibility than

structured interviews (Luo & Wildemuth, 2009). This was further supported by Ricci et al. (2019) who argued that for structured interviews, the questions are administered to all interviewees in the same order. Whereas, in semi-structured interviews, the interviewer is guided by an interview guide, however is able to follow up on matters of interest which may be outside of the guide during the interview where appropriate and necessary.

Thirteen semi-structured interview guide questions were prepared for the study as Appendix B. The interviews were held virtually with participants. Although the participants were from the same organisation, they were all working from home. Interviews were recorded to ensure accuracy when analysing data and notes were recorded to document issues that needed to be explored further and that needed to be put to other participants. In collecting the data, the following steps were followed: development of an interview guide, conducting of interviews, data transcribing and capturing, data analysis, and findings discussion. There is no formalised method of interview-rooted research, but for this study, the seven stages of preparing and conducting interview-rooted research described by Kvale (1996) were utilised. The stages are listed and explained below:

- i. Thematising:** This is the initial stage of qualitative research, involving ideas generation, brainstorming, and construction of ideas into a researchable subject. At this stage, the identification and modification of research objectives, aims, and research questions take place. A research method is selected and adopted which leads the direction of relevant data collection that will answer the research questions.
- ii. Designing:** This is the stage at which the interview schedule is formulated. Here, research questions are utilised as a guide to craft and formulate interview questions and construct the interview schedule. Open-ended questions are selected to allow for in-depth probing by the researcher.
- iii. Interviewing:** This is the actual data collection process which includes participant engagement through interviewing to answer research questions. At this stage, a sequence of events is embarked upon to be granted access to participants. In the study, a gatekeeper's letter was obtained from the organisation under study (KZNFC). Ethical clearance was received from the University of KZN Research Office. There was verbal communication with the participants inviting them to take part in the study, and possible

dates and times were discussed. Participants signed consent forms and interviews were recorded.

- iv. Transcribing:** At this stage, data are converted from audio to text. For the study, the researcher undertook the transcribing themselves to gain a better understanding of the data, which was useful during the analysis and findings discussion stages.
- v. Analysis:** This is a stage of making sense of data collected through a qualitative methodology. In the study, codes were generated through a thematic analysis. NVivo software was used to sort and categorise data and manage codes and themes.
- vi. Verifying:** This stage follows the data analysis stage, Participants are sent analysed data for them to validate and verify their views of the final data.
- vii. Reporting:** At this stage, findings are presented and discussed. The findings of the study are reported by the researcher by bringing the analysed data to life and ensuring that all findings are supported by quotes from participants and supported by existing literature from similar studies.

- **Interview guide**

According to Patton (1987), in-depth interviews can be conducted using any of the following approaches: informal conversations, standardised open-ended interviews, and interview guides. Informal conversation can be described as an unstructured method of extracting information from participants in which participants' responses give direction to the level of probing by the interviewer. Standardised open-ended interviews have a structure: the researcher prepares a set of open-ended questions which are posed to the participant sequentially. Lastly, the interview guide approach has a semi-structured format used to elicit information from participants. In which participants are asked questions that are predetermined and open-ended in nature, which enables the researcher to probe further in obtaining useful data. The study made use of the interview guide approach to maintain consistency.

An interview guide is a document which contains a set of predetermined questions that are used as a guide when conducting interviews for a study. This approach is useful when a level of consistency is required in a study (Marshall & Rossman, 2014). Even though the interview guide approach is semi-structured, the interview process is still flexible and provides participants with an opportunity to refer to previous answers if they feel that they have already adequately answered a question. This approach also

allows the researcher to ask additional questions where necessary, to probe further and gain better insight.

3.8 Study site for data collection

A study site refers to the physical location of data collection (Badru, 2017), which in the current study was done through interviews. The site for the study was KZNFC, a single location.

3.9 Population

The study population can be described as the overall body of study participants, the individuals taking part in the study or from whom the researcher is collecting data (Lavrakas, 2008). In the data collection process, the focus is on a subgroup of the population which is referred to as the target population. This is a group of people in a particular location who are of great interest to the researcher due to the particular expertise they possess. Burns and Grove (2003) argued that a study population includes all the components (individuals, substances, and events) that meet the inclusion criteria to be included in a study. In the study, the target population included all MID employees of KZNFC. Figure 3.3 below depict the MID business units structure:

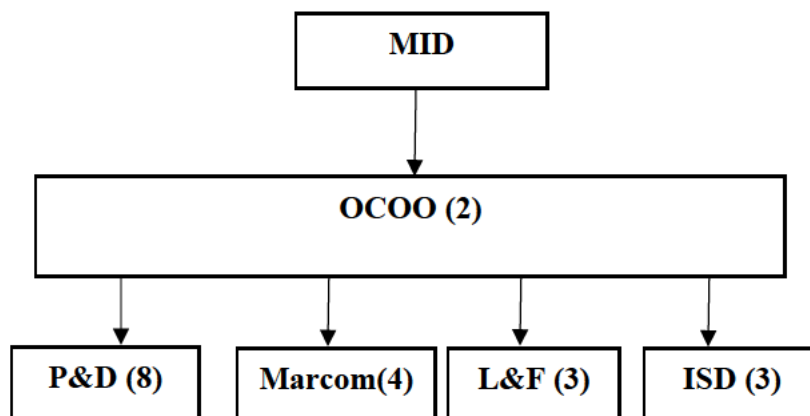


Figure 3. 2: Marketing and Industry Development Business Units Structure (MID)

Source: Modified from KZNFC 2022/23 Annual Report (2023: 17)

The MID is a core service delivery department within the KZNFC with a staff complement of twenty (20) employees across all five business units, as illustrated above in figure 3.3; namely: Production and Development (P&D), Marketing and Communications (Marcom), Locations and Facilities (L&F), Industry Skills Development (ISD), and Office of the Chief Operations Officer (OCOO). However, the study was narrowed down to the P&D unit because of its

involvement with funded projects and expertise, they are responsible for overseeing the funded projects from the funding application stage to the project completion stage. At the time of the study, the P&D unit had eight employees and two junior employees were excluded from the study. The targeted participants of the study were therefore, six senior employees from the P&D unit who were directly involved with these funded projects. The participants had different experiences in film production projects. The main requirement for participants to be included in the study was that they had to be senior employees within the P&D unit. The participants included production analysts, production coordinators, and a production accountant. Table 3.1 below presents the profiles, roles, and responsibilities of participants:

Table 3.1: Participant profiles

Position	Pseudonym	Job profile
Production and Development Coordinator	Participant 1	Project administrator: responsible for the administration and coordination of the fiction projects portfolio (feature and short films) from the beginning to the completion of the project.
Production and Development Coordinator	Participant 2	Project administrator: responsible for the administration and coordination of the factual projects portfolio (documentaries, animation, and TV series) from the beginning to the completion of the project.
Production Analyst	Participant 3	Project manager: responsible for the creative aspect and the overall management of the factual projects portfolio (documentaries, animation and TV series).
Production Analyst	Participant 4	Project manager: responsible for the creative aspect and the overall management of special programs and made-for-TV projects.
Production Accountant	Participant 5	Responsible for the financial management of funded projects. Prepares cost reports and enforces good financial governance.
Production Analyst	Participant 6	Project manager: responsible for the creative aspect and overall management of the fiction projects portfolio (feature and short films).

3.9.1 Sampling method

Sampling is a technique used by the researcher to select participants to partake in a study. The technique of sampling employed in a study is based on the adopted method of research. Quantitative studies uses probability or random sampling methods, whereas, qualitative studies make use of non-probability or non-random sampling methods. This study made use of non-probability sampling method to pick study participants, since it was a qualitative study. The non-probability sampling technique is a subjective in its nature and it allows the researcher to pick study participants based on a non-random criteria (Bhattacharjee, 2012). Thus, some of the subjects in the population will have a zero chance of being chosen to participate in the study (Saunders *et al.*, 2011). There are different types of non-probability sampling techniques including quota, convenience, snowball and purposive. This study utilised purposive sampling technique, as it is the most suitable technique for the objectives of the study. The sampling was done within the MID department and narrowed down to the P&D unit because of their expertise on the subject matter and the other business units were excluded because even though they are within the core business, however they do not interact with funded projects on the daily basis like the P&D unit employees. Furthermore, only six senior employees within the P&D unit were selected and two junior employees were excluded from the study.

3.9.2 Purposive sampling

The purposive sampling technique is a non-probability also known as selective, subjective and judgemental sampling (Patton, 2014). The purposive sampling is dependent on the judgement of the researcher to pick participants who are best suitable to respond to the research questions (Saunders *et al.*, 2011). The researcher identifies and directs the process of data collection on particular individuals from the overall population because of particular criteria such as experience and expertise in the area that is being investigated. There are more than one available strategies to select individuals of interest of the study, which includes typical case sampling, critical case sampling, extreme case sampling, homogeneous sampling, maximum variation and expert sampling (Patton, 2014; Saunders *et al.*, 2011). The expert sampling strategy was chosen for this study because it enabled the researcher to select individuals who possesses unique expertise or knowledge around the root cause or study problem (Bhattacharjee, 2012). Using the expert sampling strategy, semi-structured interviews were administered on six participants who were senior employees within the P&D unit at KZNFC, which was used as the study site.

3.9.3 Sample size

According to Cherry (2023) sample is a subgroup of a population whose attributes when studied, is properly representative of the entire target population. The sample size of a study is the total number of subjects that have been chosen to partake in the study. The rules for selecting the number of respondents to partake in a study depends on the research methodology (Yin, 2003). There are no set rules for sample size in qualitative research method. Sample size is dependent on the researcher's primary objectives, the purpose of the inquiry, what's at stake, what will be useful, what will have credibility, and what can be done with available time and resources. Mthuli, Ruffin & Singh (2022) argued that in some studies, saturation was reported as having been reached after as many as six interviews. Whereas, Guest et al. (2006) argued that twelve interviews were believed to be enough for qualitative research. Furthermore, other scholars such as Fusch and Ness (2015, pp. 1408) have a differing view of the saturation concept and their argument is that research designs are not universal, therefore it cannot be generalised to one form of data saturation. Using only saturation to determine the appropriate sample size might bring about limitations, especially when a study focuses on exploring a phenomenon with a small population or cases in which small qualitative samples are believed to be enough (Young & Casey, 2019).

The sample size for this study was six, because the P&D unit at the time of the study had eight employees and two of those were junior employees that were excluded from the study. The six that made the sample size were senior employees, who were directly involved with managing KZNFC funded projects.

3.10 Data analysis

Data analysis is the process of deducing useful and meaningful information from the raw data. Thematic analysis was used for this study to analyse collected data. Thematic analysis is an analytic technique used by researchers in the qualitative method to acquire understanding and create knowledge from a qualitative data set (Braun & Clarke, 2006). Thematic analysis has two approaches: inductive and deductive. The deductive approach is useful in a theoretical framework to appraise and guide the creation of codes and themes from collective data; whereas the inductive approach focuses more on the content, where codes and themes are created from collective data not underpinned by a theoretical framework. The inductive approach was considered to be the most suitable analysis approach for the study, as it gives a researcher freedom to explore the transcript from interviews with no specified framework.

The study protected the participants' anonymity, roles, and incidents in the projects. During the coding and processing of data, names were disassociated from participants' responses. To further protect participants' identities, job titles were not attached to responses. Data analysis followed the following sequence: transcribing and managing, coding, and processing data. The researcher used NVivo software to process data for proper data classification and a seamless data analysis process.

3.10.1 Data analysis phases

According to Strauss and Corbin (1998), there are six steps in analysing data collected through the qualitative research method. These steps are supported by Braun and Clarke (2006). This study made use of these steps as follows:

- **Data familiarisation:** This refers to the interaction of the researcher with the collected data to gain insight. The researcher is encouraged to familiarise themselves with collected data to have a better understanding of the data. This can be achieved by the researcher transcribing the interviews themselves and reading through the raw data (Lacey & Luff, 2001). For the study, the researcher conducted and transcribed the interviews and repeatedly reviewed the interview transcripts.
- **Coding:** This is the creation and mining of ideas, patterns, and interconnectivity from the raw data (Saldaña, 2015). This process should be guided by the research objectives or questions and for relatable understanding, it should be labelled accordingly. The coding process can be conducted manually or using data analytics software such NVivo, which is useful for qualitative data coding (Saldaña, 2015). The study made use of NVivo software for coding.
- **Themes searching:** In this step, the researcher reviews labels that are generated by the NVivo software to gain a broader understanding of the data. Labels that are deemed unrelated are discarded and those deemed redundant are combined and issued with elevated descriptions as temporary themes. For the study, a proper examination of labels was conducted.
- **Themes review:** Candidate themes are examined at this stage to determine if further revision is required through refining, separating, merging, or disposing. The study examined candidate themes for suitability using tools such as mind maps to conceptualise patterns and relationships.

- **Defining and naming themes:** In this step, themes and their relationships are verified for appropriateness. Candidate themes are revised for suitability, yielding final themes and sub-themes for the study.
- **Writing-Up Process:** This is the compilation stage of the process, with discussion and narration of themes relating to the study objectives and available literature. For this study, emergent themes were analysed and deliberated, making comparisons with data from the available literature on the causes and consequences of cost and time overrun on projects funded by KZNFC.

3.11 Research quality

Quantitative research based on statistics has historically been linked with validity. However, in the late 1970s and early 1980s qualitative research gained popularity within the research space, there was more scrutiny directed at the direction of the researchers to prove the veracity and legitimacy of their work. Whereas, credibility and trustworthy are the two terms used to describe the qualitative research validity (Awan, Yahya & Arif, 2023). This argument was supported by Korstjens and Moser (2018), who reaffirmed that you cannot use quantitative research criteria, such as internal validity, generalisability, dependability, and objectivity to evaluate qualitative research. Trustworthiness is what qualitative research uses to answer the question on whether the findings are worth trusting (Gunawan, 2015; Korstjens & Moser, 2018). There are several criteria that define trustworthiness, below are Lincoln and Guba's (1985) definitions:

- **Credibility:** The findings of the research are accurate, a valid version of the participants original perspectives is maintained and represent credible information extrapolated from the original data of the participants.
- **Transferability:** This means that findings can be applied to a different environment or contexts with different participants.
- **Dependability:** The research results are consistence over a period of time. Judgement of the participants of the conclusion of the study, understanding, and suggestions in order to ensure that they are supported by the data.
- **Confirmability:** The peer review of the study could validate the conclusion of the research study. The data and interpretations of the results findings are clearly derived from the data and not from the unfounded imagination of the interviewer.

The trustworthiness of the study was maintained by ensuring that participants selected for the study were relevant and actively involved in the funded projects. Participants were briefed on the objectives of the study before conducting interviews to ensure their understanding of the basis of the study and respond accordingly. The researcher recorded and took notes during the interviews. The recordings were transcribed into text and reviewed three times to ensure that the words of the participants were not misrepresented. Transcripts were shown to the participants for verification and to maintain conformability. The research implemented all these measures to ensure that the study maintains prescribed research standards.

3.12 Ethical considerations

Considerations of ethical matters relate to observing and following particular protocols during the process of conducting research, in particular the data collection phase. The researcher requested permission from the organisation under study through the receipt of a gatekeeper's letter to ensure that the permission to use KZNFC as the study site to collect data was granted. The participation to the study by the participants was voluntary and they were informed that they can dropout at any time with no consequences to them. The researcher informed participants of the study's objectives and requested confirmation of their participation by signing consent forms. The researcher then applied for ethical clearance from the research office at the University of KwaZulu-Natal, which was approved. During the data collection process, it was emphasised to participants that they reserved the right to withdraw their participation from the study at any time, with no liability or negative implication. Participants were further assured that anonymity and confidentiality would be maintained and this was done by not attaching any responses to names or job titles, but rather using numbers when quoting responses e.g. "Participant 1".

3.13 Chapter summary

This chapter focused on the research methodology used to achieve the objectives of the study. This chapter addressed the following issues: research design, research paradigm, research approaches, population, data collection instruments, piloting, and reliability. Furthermore, data analysis, research quality, and ethical considerations were discussed. The findings of the study are presented in the following chapter.

CHAPTER FOUR

PRESENTATION OF FINDINGS

4.1 Introduction

The previous chapter articulated the methodology of the study and the techniques used for data analysis. This chapter focuses on the presentation of the findings of the data analysis using the data analysis software NVivo. The findings are displayed diagrammatically in this chapter, and the diagrams indicate that the findings were related to understanding the causes and consequences of cost and time overrun on projects funded by the KwaZulu-Natal Film Commission.

4.1.1 Response rate

Out of six participants selected to take part in the study, all six were available and interviewed, giving a response rate of 100%. This was achieved by ensuring that the scheduling of interviews was done on time and dependent on participant availability. There was also constant communication and follow-up between the researcher and the participants leading up to the interviews. Where necessary, rescheduling was done to accommodate participants.

4.2 Findings

4.2.1 Roles and responsibilities

Figure 4.1 below presents the findings concerning the Responsibilities of participants in completing the funded projects. Production coordinators are divided into two categories, one responsible for fiction projects (feature and short films), and the other for factual projects (documentaries, animation, and TV series). Production analyst portfolios are divided into three categories: one responsible for factual projects; the second one for fiction projects; and the third for the management of special programs (made for TV and others). The production accountant is responsible for the overall internal financial management of the funded projects. Participant 5 stated that a production accountant “*ensures that the film funds awarded to projects are used accordingly, prepares cost reports, and enforces good governance*”. Amongst the responsibilities of production analysts as articulated by Participant 3 were that they “*evaluate the creative team of applicants and act as internal readers and provide recommendations on possible projects to fund*”. Participant 3 further stated, “*I also help*

support and manage film projects from inception to completion”. The above breakdown of job descriptions could be indicative that the roles and responsibilities of participants were clearly defined. All participants seemed to be well-informed on their roles within the funded projects and all categories of film that are funded by KZNFC. Therefore, an initial assumption was made that the internal human resources were sufficient to accommodate various projects. However, the findings generated the impression of an under-resourced business unit. Figure 4.1 below indicates the tasks and functions of the P&D Unit.

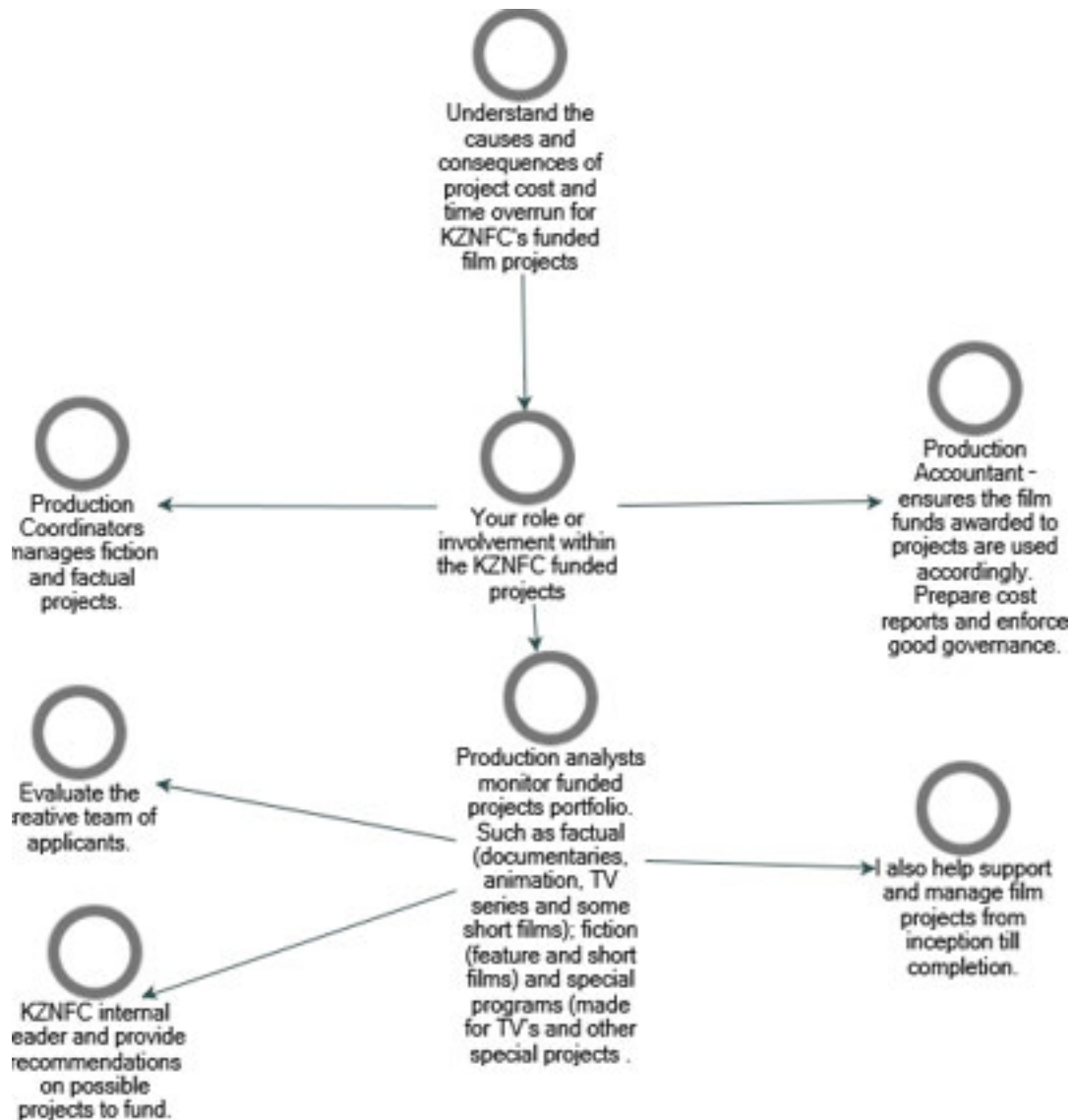


Figure 4. 1: Participants’ involvement in funded projects

4.2.2 Participants’ sense of fulfilment

Participants stated what they enjoyed about their work. For example, concerning job fulfilment, Participant 1 said, “I think what I like is the transformational and developmental effect it has

on creatives; Satisfying feeling of seeing young potential creatives grow and become a final product; Transformation of stories (including the beneficiaries)”. Participant 4 achieved fulfilment by uplifting and assisting the industry by coming up with solutions to address challenges on the ground. Amongst the aspects that attracted Participant 4 to their job was, “the supervision and management processes of content and administrative issues; and I was interested in finding solutions to endless delays and disorganisation”. Participant 3 said concerning their work, “I love the creative and the problem-solving angle it allows me to practice”. Participant 5 drew fulfilment from being a ”numbers person”. They were quoted saying “I like working with numbers; also, I like writing cost reports that assist awarded projects manages their funds”. Participant 2 reported enjoying the work they do because of “the opportunity to learn new things every time, different experiences, different worlds and different creatives”. Figure 4.2 below indicates what participants enjoyed about their work.

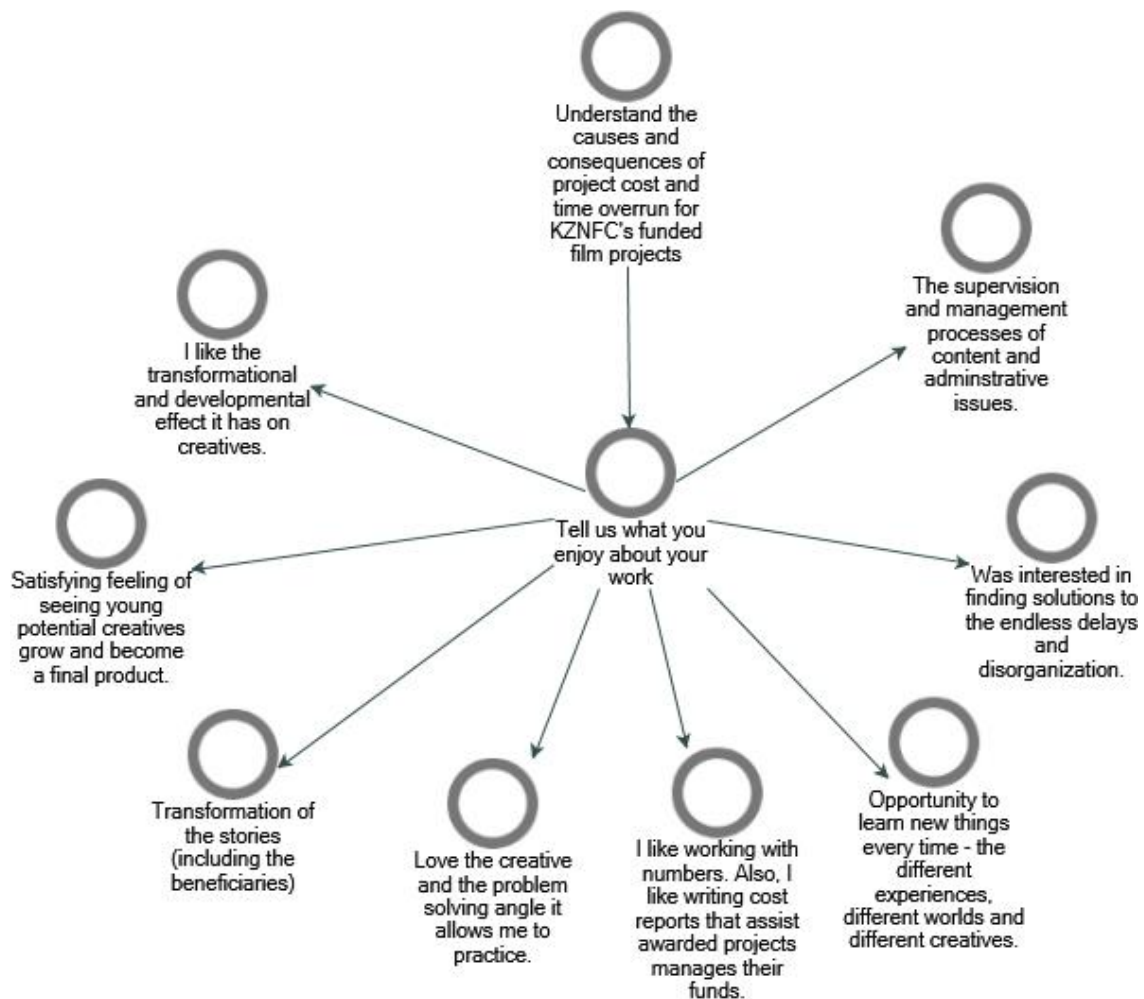


Figure 4. 2: Aspects participants enjoyed about their work

Based on the above findings, it was observed that participants enjoyed the servitude aspect that came with the work done on the funded projects. It would have been an interesting contrast to

hear the views of the filmmakers on the receiving end of the service. It can be argued that the servitude characteristics displayed by the participants are one-sided, as it only indicated the participants' viewpoints of themselves.

4.2.3 Internal challenges enabling time overruns

Participants articulated the enablers of time overruns, such as government processes that are required to be followed by KZNFC due to its nature of being a government entity when it comes to procuring goods and services. Participants noted that because of these processes, the organisation is required to use service providers who comply with government administrative requirements, but do not know how to deliver the expected quality work. Participant 1 lamented the effect these processes had on the operations of KZNFC: *“Rigid SOEs, processes, and PFMA (public finance management act) constraints; and long arduous processes of approvals”*.

Participants vehemently lamented the number of approval signatories that were required internally for any official document, including contracts, cost reports, invoices or approvals for payments, and the great amount of time it took for these documents to be signed by different designated officials. Participants overwhelmingly linked these processes to delays in starting the projects, which subsequently led to delays in project completion. Internal signatories were associated with delays that lead to late tranches payments to beneficiaries, with these delays affecting the initial starting schedule of projects as per the signed contract. As argued by Participant 6, *“The internal challenges that I face are the processes, the government processes. There are lot of approvals and that takes a long time. Whereas, in production, you need an instant yes or no and money can be released to hire the required resources and the production can continue”*. Government departments and entities have bureaucratic structures by design, which require many approval signatories, which can delay projects and attract escalation costs.

All six participants in the study argued that the P&D Unit was understaffed and that this had a huge contribution to staff being overloaded with work. As a finding, they noted that parts of their work were left unattended to, with delays in processes and subsequently delays in project completion. As stated by Participant 3, *“So some of the internal challenges that we face is capacity and support, currently my coordinator is doing two functions which means she is not performing her supporting role to me because she is also acting as the film fund administrator and that has caused delays”*. Most employees at KZNFC within the P&D Unit were contracted with fixed-term contracts. This created an environment of uncertainty, as current employees

continued looking for stable jobs elsewhere. This high rate of staff turnover impacted the quality of work and the performance of staff. This was further supported by Participant 2, who stated as follows:

Okay. So, if we get the new people we have to hand-hold them right! So, hand-holding does come with the bit of time consuming, uhm! So, it becomes a challenge in a sense that you will constantly need to teach someone new on how to do their work and that sometimes takes away from your time of doing work you know! So, that whole thing of people living and going and...so, if they are leaving it refers back to the first point I made if they leaving we then become short-staffed until the replacement comes in to fill the position.

The work overload also led to the quality of the end product being compromised, as stated by Participant 6:

Yes. That is exactly what...That's what I am saying that it suffocate the quality... the output, the quality time that you supposed to dedicate on a project. It's all about quantity now, we just trying to tick the boxes you can't focus on making sure that things are of high quality. You can't now focus on your work which is creative because you focusing all your time on doing the administrative work.

Skills capacity is key in project execution, with a huge bearing on the success or failure of a project. Participant 3 addressed the lack of skills shortages in the following manner:

I also feel like the organisation lack skills, interns are hired to do a skilled persons job and also we need upskilling of our workforce. For someone that joined the organisation as an intern, they lack certain industry skills and exposure. Companies in other part of the country such as Cape Town they have been doing co-productions for years and they know what it takes to execute such, in the province such skills are lacking.

The observation from the findings indicated that there were several internal enabling factors that contributed to time overruns of projects funded by KZNFC. Furthermore, participants seemed to be aware of internal challenges that contributed to these time overruns. It may then have been justifiable to ask why these issues were not addressed internally to improve operational deficiencies. Based on the responses of the participants, an assumption could be made that if these changes were to be resolved, most projects would be completed on time.

Figure 4.3 below depicts the internal challenges enabling time overruns:

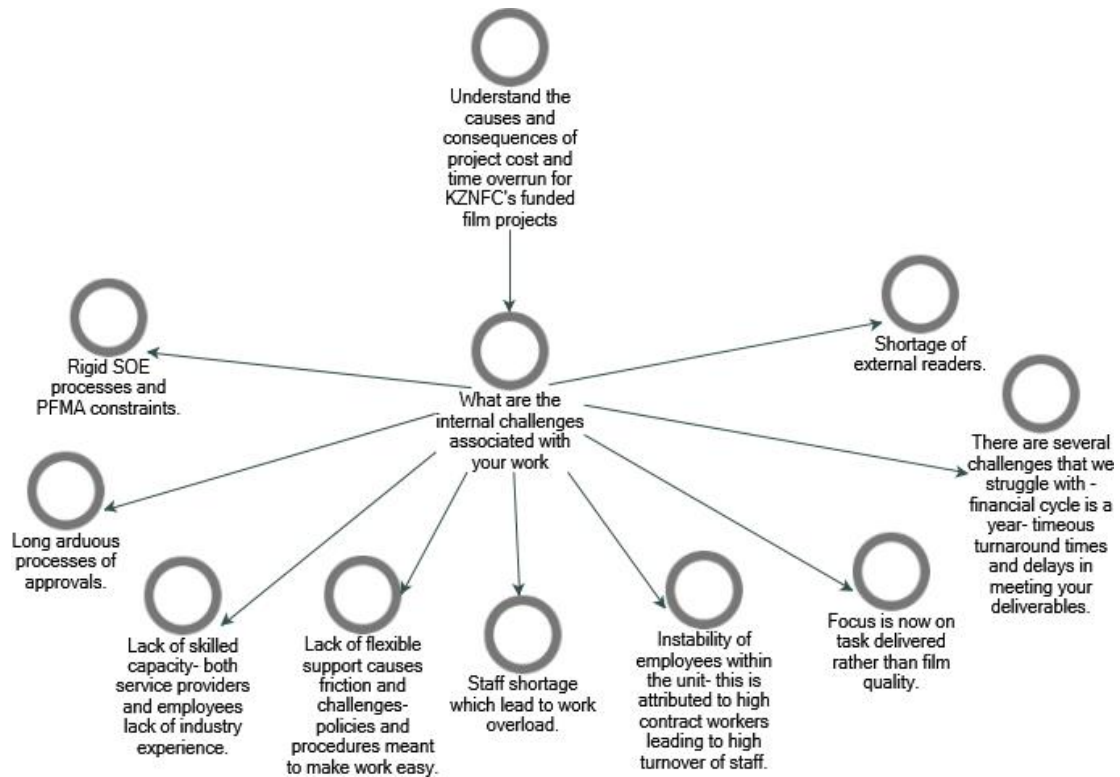


Figure 4. 3: Internal challenges contributing to time overruns

4.2.4 External challenges enabling time overruns

Participants highlighted several findings regarding unprofessional behaviour and a lack of understanding of funding processes among applicants and beneficiaries. Specifically, their communication with the P&D staff was characterised as aggressive, indicating a need for improved business communication skills and etiquette among these filmmakers or aspiring filmmakers. As stated by Participant 1:

That's it exactly! They turn to have like an aggressive behaviour and sometimes they turn to be uncooperative if that's the right word. Umm! It's like they lack understanding of the fact that the film commission is a state owned entity and is expected to abide by its processes and policies, its minor things like if the beneficiary sends through the invoice they expects the payment on the spot, whereas the approval process goes through different signatories.

Applicants are also said to be negligent when submitting funding proposals, as articulated by Participant 2 concerning administrative matters:

Yes! Yes! Administratively, they don't pay attention to detail if I can put it like that, they don't read what's required and they also don't read the guidelines that we provide them with, in order to make their application process easier and smoother and more understandable. So, that is a challenge because now we have to fight them, in fact they fight us when we tell them that they don't meet the requirements because of outstanding documents, it then now becomes our problem that they did not meet the administrative requirements, this becomes a huge challenge. It is one of the biggest that I have faced.

The film industry operates at a fast pace, necessitating specific specialised skills for the success of each project. In addition to creative expertise, filmmakers also need business skills to run and manage their projects. Participant 4 argued, “*Yes. They have poor business skills. They don't have business skills, what we give them is what they take. They rely on government grant and don't look for further financing for their projects. They don't just think like business people*”. Participant 4 further attributed the skills shortages to the institutions of higher education, by saying the following:

I think maybe, I will speak about two challenges. The first one is the skills, the institutions that are training the people that we deal with uhm... some of them don't... some of them are not trained in the way that is useful for them to work within the industry, it's the whole thing that was there when I myself was a student. You study one thing at the university but when you get to work it's completely different and these people still need learnerships or incubations. The second way how institutions challenges us is how film making is taught. Film industry is a huge industry, there are people with technical skills; there are people with storytelling skills; there are people with post-production skills and they don't separate these skills for people to know that I can be a director and not have to write you know! Even the programs that we do we try to teach people writing, directing. It is good for someone to understand.

The collected data revealed instances of unprofessional behaviour and administrative deficiencies in the interactions between participants and filmmakers. These findings supported the notion that creative individuals may lack administrative capabilities, possibly influenced by the film industry being perceived as a part-time employment sector. Additionally, the challenges encountered could be attributed to the KZNFC fund primarily supporting emerging filmmakers with limited experience, leading to insufficient administrative skills and unprofessionalism. These issues can be addressed through inductions and training programmes

focused on improving understanding and proficiency in administrative processes. Figure 4.4 below presents the external challenges that contribute to time overruns.

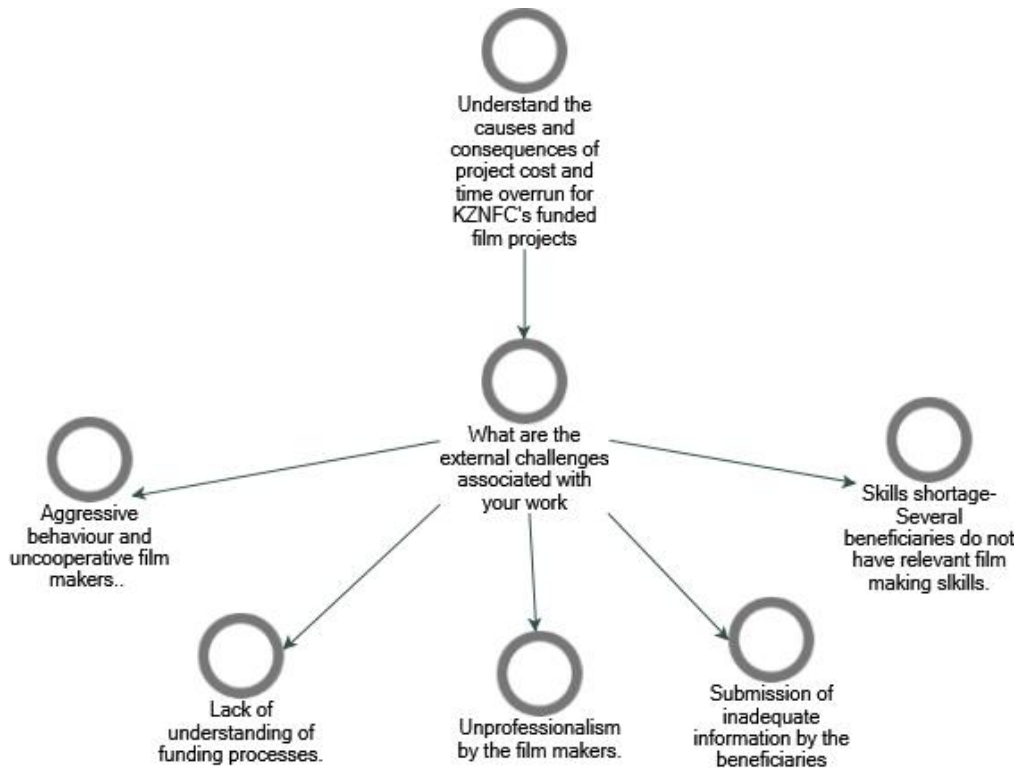


Figure 4. 4: External challenges contributing to time overruns

4.2.5 Factors enabling time overruns

The findings indicated several factors to be enablers of time overrun. KZNFC has a threshold in terms of funding amounts for different categories. For example, R1.5 million is the maximum funding amount for factual production projects (feature films). For projects requiring operational budgets above this amount, additional funding from other financiers is required to be sought. The data showed that this process was one of the biggest contributing factors to delays in project completion, as stated by Participant 6:

They have to go and raise additional funds elsewhere and that takes a lot of time, so we would have contracted the project in February but you find that a year later the project hasn't raised the additional funding.

When there is a delay in raising additional funding, this automatically result in delays in project completion. This point was emphasised by Participant 1, who argued as follows:

Most of the fiction projects requires a huge budget and the KZNFC only funds up to a certain amount which the maximum amount is R1.5 million for a production of a feature

film and you find that a project need a budget of R7 million to be completed, which a project will need additional time to look for the shortfall that will make up R7 million from other funding sources and this requires time of its own. These other funding bodies has their own processes for evaluating the applications and this takes time.

The internal signing or approval processes were cited as being among the factors that contributed immensely to project completion delays. Processes needed to be followed for funds tranches to be released to beneficiaries, such as the submission of deliverables and financial reconciliations, which were then evaluated by production analysts and production accountants and signed off. The signing of cost reports generated by the production accountant assistant under the supervision of the production accountant was identified as a challenge.

The process of signing off cost reports was noted to take longer than it should have, as there were four signatures required on the cost report before the tranche of funds could be released. The signing process was as follows: production accountant assistant, production accountant, P&D manager, and chief operations officer (COO). However, Participant 6 argued, “*So, its four signatures, so it four people that need to be in the right space in order to sign on time and sometimes that doesn’t happen. In fact, the creative aspect is the smallest delay that we have internally, the recons are the biggest*”.

When producing a documentary about a deceased person, filmmakers seek consent from living family members. In some cases, filmmakers obtain consent only to realise at a later stage that the person that gave consent in the first place was not the correct person within the family designated to take such decisions. In such cases, the filmmaker had to start the process all over again or be caught in the contestations amongst family members. This was raised by Participant 1:

Secondly, getting consent from the person being profiled or in a case of someone who is deceased getting a permission from family members or maybe they getting consent and later discover that they consulted the wrong person instead of the leader of the family, that lead to delays. So that is my observation about the factual portfolio.

The lack of experience and industry skills by emerging filmmakers was pointed out as a cause for the delays due to the great amount of time spent making corrections between the beneficiary and the KZNFC creative team responsible for managing a particular project. Participant 3 argued, “*One of them is lack of skills for development projects, if the team is an emerging team they tend to have lot of back and forth with the creative team and that consumes lot of time*”.

Having a relevant skill set is the most important resource in film production due to the complex nature of the sector, as the quality of the product is solely dependent on the experience of the creative team.

Misappropriation of funds refers to beneficiaries using funds allocated for projects for personal or non-project-related use. If this occurs, some projects end up not being completed altogether because KZNFC pulled out of the project. Participant 5 noted, “*KZNFC has a zero tolerance for variances, meaning beneficiaries are required to account for every cent given to them as part of the funding agreement and all the amount should be used on items related to the project*”.

Documentaries are made around real people and are sometimes shot in real-time. Some documentary content can therefore not be scripted. A subject might not be available on a particular day or maybe in a different location, forcing the filmmaker to reschedule a shoot, which comes at a cost in terms of time wasted and actual finances of the project. As mentioned by Participant 1:

Documentaries follows real people and sometimes you might need to follow the subject as they go about their daily life, which means when they go to work the cameras need to go with him/her. On a particular day a subject might be unavailable due to illness or attending to a personal or family matter.

Based on this observation, an argument could be made in favour of factual projects requiring more production time compared to other portfolios.

Contract agreements are broken down into milestones and funds are released in tranches after each milestone has been delivered. For every tranche that is released, beneficiaries must reconcile the spending and submit the reconciliations for the next tranche to be released. This was collaborated by Participant 6 who said the following:

So, if there are delays in those two elements, that means the whole project is delayed. And obviously you can imagine if they submit late or it is approved late it means the next deliverables will be late as well, so it create a negative ripple effect to the whole project and its milestones and we end up delaying the whole thing.

These long-term delays push the project completion timeframe back a need for an addendum arises as the contract is nearing its end.

Participant 2 mentioned, “Another thing that I feel does also delay the completion of a project is crew being at odds with one another, this can cause the project delays”. Conflicts amongst crew members, whether regarding payments or working conditions, are contributing factors to the stop and start of film projects, which leads to delays in project completion. Sometimes it takes time for these matters to be resolved, and in some instances, the relationship between parties is irreconcilable to a point where a producer has to recruit the crew all over again, which causes further delays.

The study endeavoured to ascertain the core enabling factors that caused time overruns on KZNFC projects from participants’ points of view. An observation from the findings was that most of the factors causing time overruns were external, which was contrary to the responses illustrated in Figure 4.3 regarding internal challenges. Therefore, an argument could be made that both internal and external challenges as articulated in Figures 4.3 and 4.4 could be grouped as factors enabling time overruns. However, Figure 4.5 below presents the factors enabling time overruns.

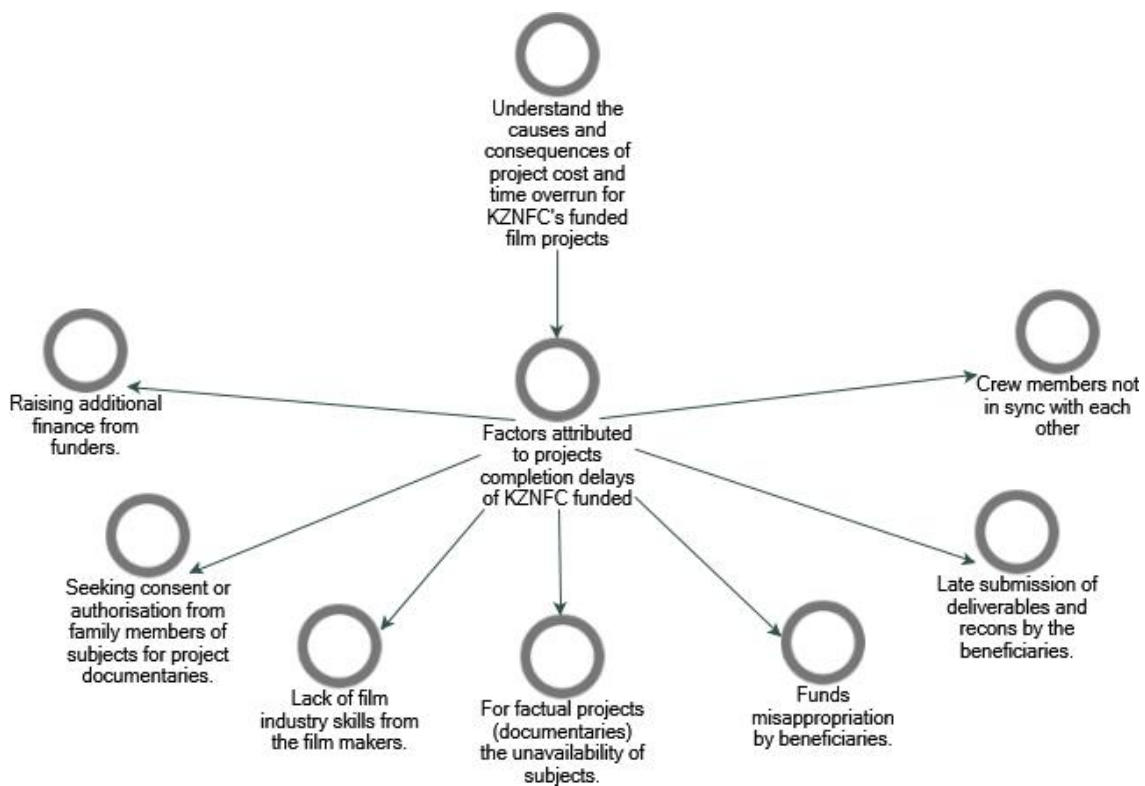


Figure 4. 5: Factors contributing to project time overruns

4.2.6 Consequences of time overruns on individual deliverables

The findings revealed that delays in project completion negatively affected the deliverables or output of an individual that was responsible for that particular project. Participant 5 said, “They

affect my work because they affect the yearly targets spend projections within my unit because we have to spend from day one until the last day of the financial year and Add to my workload and put more pressure on me”. Furthermore, Participant 1 touched on the impact of the delays in relation to KPAs:

Yah! It does affect my individual performance quite a lot, especially with my KPAs, I will give you an example, obviously one of our KPAs as a unit, even though it is a silence KPA. We are meant to avoid rollovers and I think the biggest challenge is rollovers which is caused by other factors that I have mentioned previously, we are expected to avoid rollovers but because of the delays it doesn't happen.

Although the study sought to ascertain the effect of time overruns on participants’ annual performance targets, the findings showed a correlation between individual performance and the organisation’s performance targets. An argument could be made that resolving the factors causing time overruns would automatically increase the possibility of individuals meeting their performance targets and that of the organisation as a whole.

Figure 4.6 below presents the consequences of time overruns on individual performance targets.

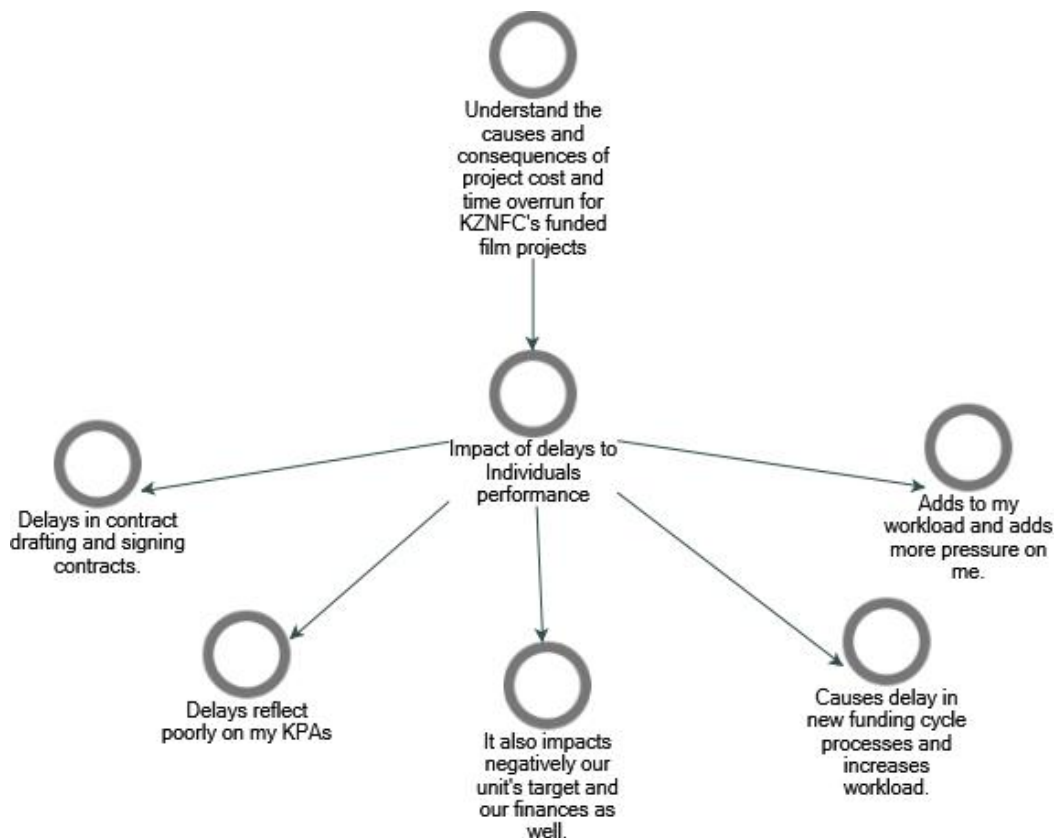


Figure 4. 6: The consequences of time overruns on individual performance targets

4.2.7 Consequences of time overruns on P&D Unit's annual performance plans

The findings revealed that delays in project completion negatively affected the annual performance plans (APPs) of the P&D Unit and increased its workload. As noted by participants, the P&D Unit worked with timeframes that had three funding cycles within a financial year. Any delays, whether with the contracting or the closing of projects, resulted in projects being rolled over to the following funding cycle, which had its projects that are coming into the system. This automatically increased the workload allocated to the P&D staff. As stated by Participant 2, *"Yah! It does create increased workload like you saying, more and more projects piles up"*. Participant 6 argued, *"Overall it affect how much money get to be allocated for the next financial year, if we are struggling to spend a mere R9 million, why someone will bother to give us R10 million"*.

The findings indicated that delays affected the spending projections of the P&D Unit, which subsequently led to budget rollovers. Budget rollovers were consequential for the P&D Unit and the organisation as a whole and were perceived as if the unit was not able to spend its budget, leading to budget cuts as a result. An assumption could therefore be made that budget cuts had a negative impact on the service delivery of the film industry, as there was less money to allocate for as many projects in the future.

Delays affected several projects that were planned within a financial year. For instance, a project that was awarded funding in April, the beginning of the financial year, was expected to be closed by March of the following year, the end of the financial year. This occurred due to several delays occurring in this financial year, from delays in project contracting to late submissions of deliverables. If projects were not completed in the anticipated timeframe, that meant targets were not met and as a result budget was rolled over to the following year. Participant 1 argued, *"This does not only become the problem for the P&D Unit, but I think it also affect our spending as well, which becomes a challenge for the finance unit as well and the organisation as a whole"*.

Upon assessing the findings, it was observed that time overruns had a negative effect on the P&D Unit APP and increased the workload, which subsequently lead to budget rollovers. Although budget rollovers were not among the objectives of the study, after studying the data it became very clear that budget rollovers were one of the greatest challenges facing the P&D Unit and the organisation as a whole as a resulting from project time overruns.

Figure 4. 7 below presents the effect of time overruns on the P&D Unit’s APP

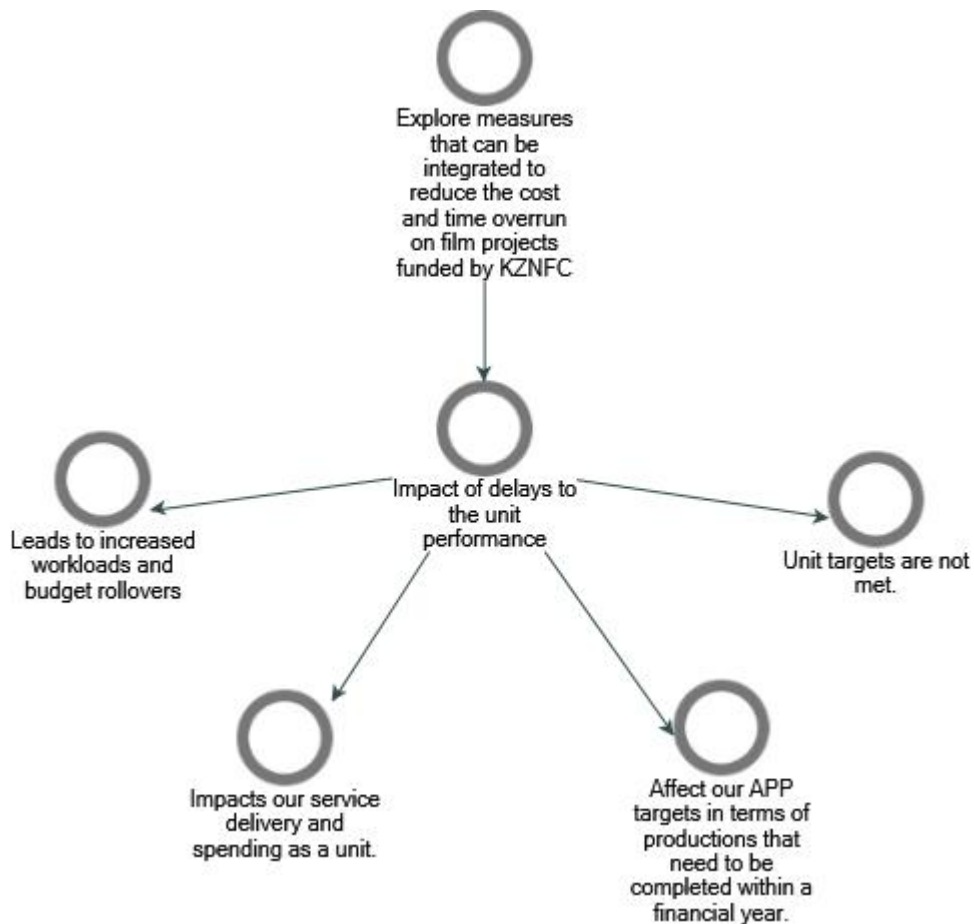


Figure 4. 7: The effect of time overruns on P&D Unit APP

4.2.8 Frequency of project time overruns

An observation from the data was that fiction production projects (feature films) were most affected by time overruns. Participant 6 made the following remark:

Eish! Let me not speak for other portfolios because I am not sure how often they but I can tell on our portfolio, maybe we do 30% addendums out of our projects because the contracts expires and we have to extend”. Participant 1 said, “Yah! I will say the majority of them are completed beyond scheduled time, let me be specific, mostly in production. Not necessarily in development. For development projects completion delays is in the minority, two cases at most.

Documentaries were also counted among the portfolios that were frequently completed beyond their scheduled periods. Participant 3 said the following:

They quite prominent, I can't give you the numbers but from my memory of the projects that I am working with we often have to do addendums.

Participant 3 went on to say, *Only poor-quality documentaries are completed in time. The greatest documentaries takes years to create, five to ten years because of the subject matter.*

If the above statement was true, this meant that filmmakers producing documentaries were destined for failure, because of the inadequate time given to them to complete their projects. Moreover, the findings revealed that feature films and documentaries were most likely to undergo time overruns because of the length of the projects. Feature films and documentaries are long when compared with other forms of films and subsequently require a greater amount of resources. This could, therefore, explain their experiencing time overruns in most cases.

An assumption can be made that short films are more likely to be completed on time due to their shorter length and lower resource requirements. However, it is important to note that short films are often produced by up-and-coming filmmakers who may have limited experience compared to seasoned filmmakers working on feature films and documentaries. This raises an interesting argument: should those with less experience be more prone to causing delays, rather than those with more experience in the field?

Short films, typically ranging from a few minutes to half an hour in duration, can be seen as relatively manageable projects in terms of logistics and production demands. Their concise nature allows filmmakers to focus on a specific concept or idea without the need for elaborate sets, complex narratives, or large budgets. Consequently, short films tend to have shorter production schedules and can be completed within a relatively short period.

Short films often serve as a platform for emerging talents to showcase their skills and creativity. These filmmakers may have a strong passion for storytelling but might lack the extensive industry experience that their counterparts in feature films and documentaries possess. This lack of experience can potentially lead to challenges and delays in the production process. For instance, novice filmmakers may encounter difficulties in various aspects such as securing funding, assembling a skilled crew, managing time effectively, and coordinating with actors and other collaborators. They might encounter unexpected hurdles and face a steep learning curve while navigating the intricacies of the pre-production, production, and post-production phases, which might contribute to potential delays in the completion of short films. However, experienced filmmakers who work on feature films and documentaries have likely honed their skills through years of practice.

Figure 4.8 below presents the frequency of projects that are completed beyond the scheduled period.

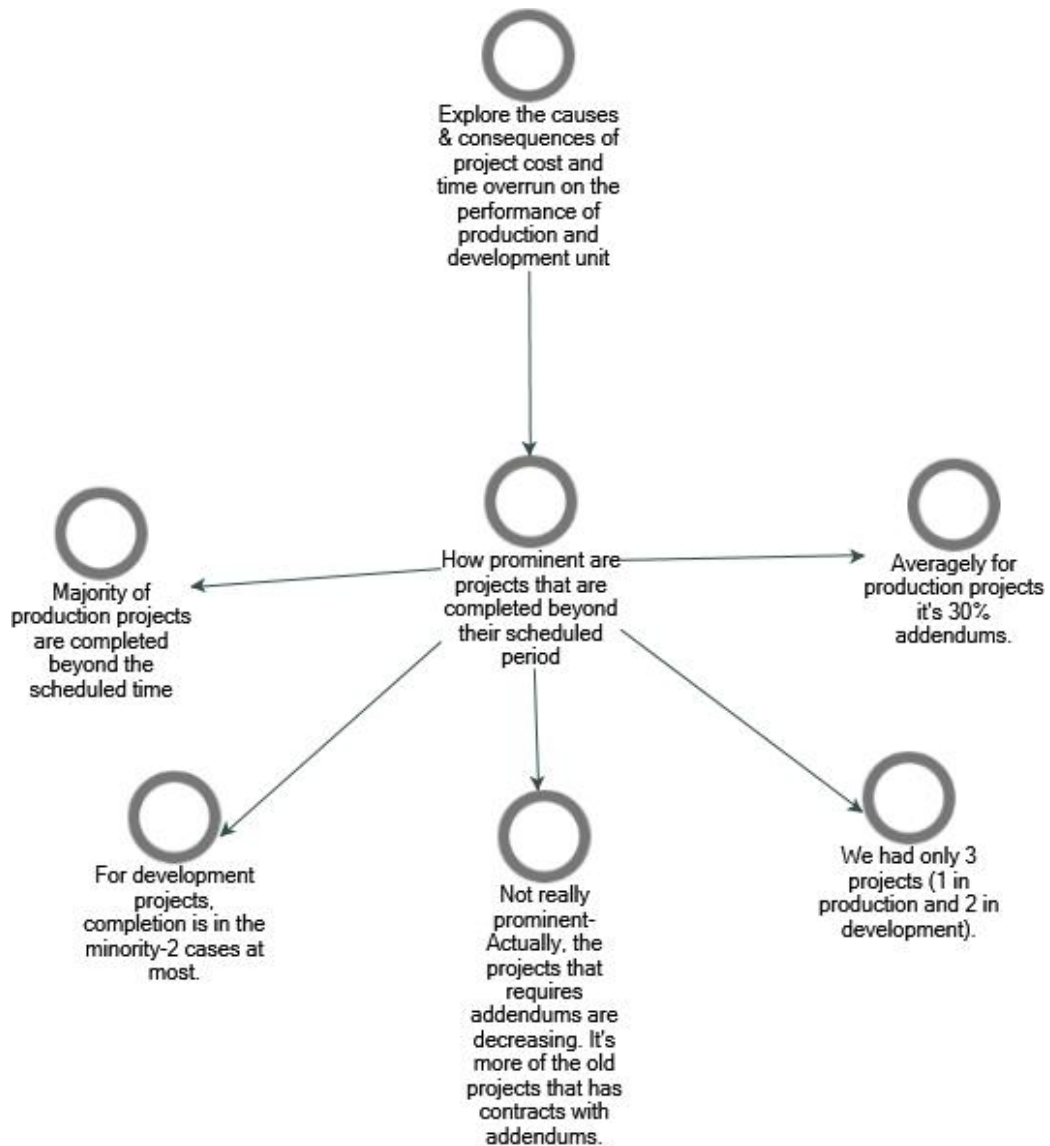


Figure 4. 8: Frequency of projects completed beyond scheduled period

4.2.9 Frequency of cost overruns on projects

Participants mentioned that there were occasional instances where projects exceeded their initial funding budget. Participant 6 stated, *“Yes. Lack of skills and lack of experience. Yah! You can say that. More than anything, it’s experience because producing need experience”*. External factors such as the COVID-19 pandemic, floods, and riots were attributed as causes of cost overruns. The COVID-19 pandemic caused increased production costs, due to varying government-pronounced regulations that had to be adhered to on filming production sets. Productions, therefore, needed to seek additional funding to be compliant with the

government's COVID-19 regulations. Participant 5 said, “Yeh! That's why we had a budget just for COVID-19, projects were given extra funding to cater for COVID-19 and some were given extra funding to deal with July riots”.

An observation from the data was that project cost overruns were not as significant a problem as time overruns. Only extreme circumstances such as the COVID-19 pandemic, riots, and other environmental factors necessitated projects to be given additional funding. Therefore, it can be argued that very few projects experienced cost overruns because these environmental events have only occurred three times in the existence of KZNFC. An argument could be made that there may be more cost overruns that are not known to KZNFC because filmmakers do not report them, but rather come up with deficits to complete their projects.

Figure 4.9 below displays the frequency of projects that exceeded their initial funding budget.

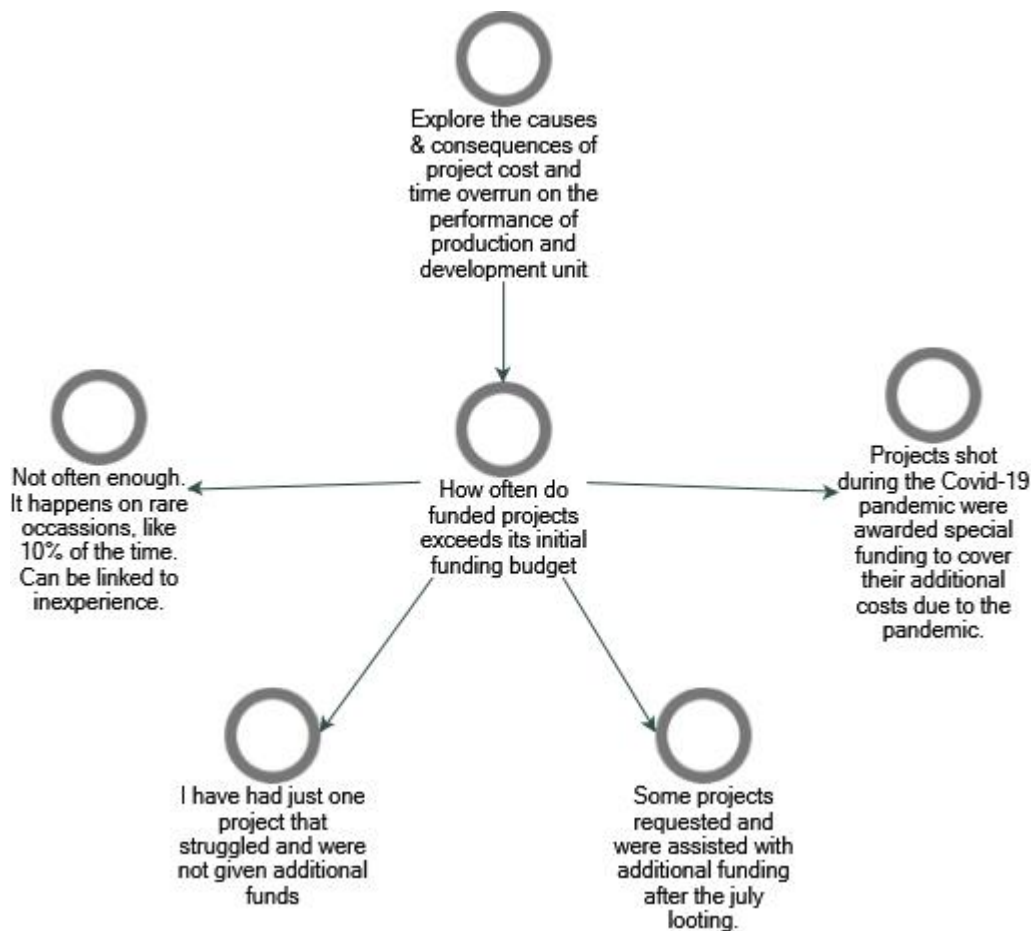


Figure 4. 9: Frequency of projects exceeding their initial funding budget

4.2.10 Interrelation between time and cost overruns

Participants overwhelmingly agreed that delays in project completion led to increased production costs of the projects. Participant 6 argued as follows:

Services required for film productions are normally booked and paid for in advance. So any delays then will mean that at the time of production commencement, the service provider or crew members might be booked for another job and that means the producer will need to get another service providers and crew members, which might cause further delays and increase costs.

This was supported by Participant 3 who said the following:

For a feature film it's definitely has an effect because you had budgeted to shoot for one week and now you moving to another week, like literally a day of shooting can cost between R300 000 to R500 000; locations and all of that. Imagine now you going for another week that's too much. Extended shoot days add to production costs, even insurance it covers you for production up to a certain date now you going over by a week you will need to be insured extra.

A question relating to the relationship between delays and project costs was posed to understand if delays were enabling factors to cost overruns. An observation made from the data was that time and cost overruns were interrelated. Even though very few projects were reported to have experienced cost overruns, cost overruns occurred indirectly as a result of project time overruns, because delays resulted in increased project costs.

Figure 4.10 below depicts the relationship between project delays and project costs.

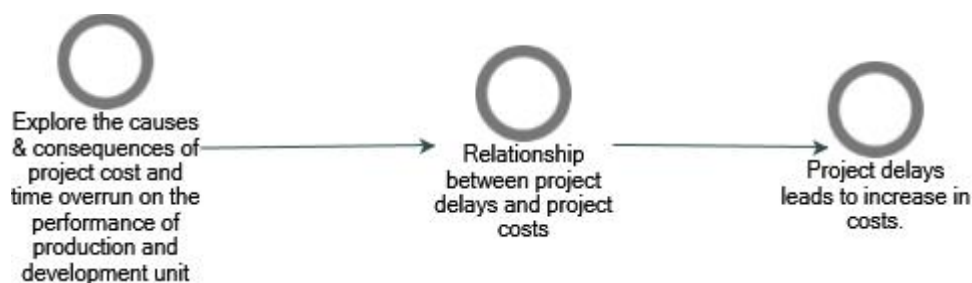


Figure 4. 10: Relationships between project delays and project costs

4.2.11 Environmental enabling factors of project time overruns

During the July 2021 riots, there was no activity for two weeks nothing, and no one could make any plans for the upcoming weeks until authorities quelled the riots. Some projects ended up

pausing for months to regroup and update their production schedule and budgets. Participant 6 spoke of the impact of the riots in terms of time overruns: *“So then, some projects delayed by one or two months. When service providers takes jobs, usually it is two months in advance, so if there are delays and by the time you want to continue some service providers might be busy elsewhere”*.

Environmental factors, such as the floods that hit the KZN province in April 2022 caused significant delays in production timeframes. Infrastructure was badly damaged and inaccessible, including locations that were vital for filming. Location scout had to look for new locations, which caused further delays, and some productions had to push back their production schedules by weeks or months. Participant 6 mentioned, *“There were floods as well, which was environmental one and also caused delays, locations were ruined and people couldn’t just pick themselves up and continue after that, they had to sort out their lives before they can carry on working. Uhm....so they are those”*.

Participants noted that in the past three years, the COVID-19 pandemic was the biggest external factor that contributed to project completion time overruns. Some projects did not commence shooting even after the COVID-19 regulations were repealed, due to the huge disruptions that were brought by the COVID-19 pandemic and the cost they would have incurred should they have decided to continue with the projects. Participant 3 recommended, *“Maybe things like national disaster such as COVID-19, you have should have clauses on your contract that will protect you against such things”*.

People within communities demanded to be employed as service providers in film productions that were shot locally. This trend has occurred in other sectors of the economy, such as the construction and private security industries. Recently, this has extended to the film industry, where people threaten the industry and demand economic benefits from it. Participant 5 gave a practical example: *“Yes, there was a case where an organised group call amadela ngokubona disrupted a project and wanted their people to work on the projects and making unreasonable demands”*.

The findings indicated that there were external environmental factors in recent years that contributed to project completion delays. Three of these factors (pandemics, floods, and riots) would be difficult to plan for during pre-production, considering the overall budget for projects funded by KZNFC. The organised grouping of threats by community members would be very

difficult to mitigate for a production with a very limited budget because it would require a great amount of budget to increase production set security.

Figure 4.11 below indicates the external environmental factors that contributed to project time overruns.

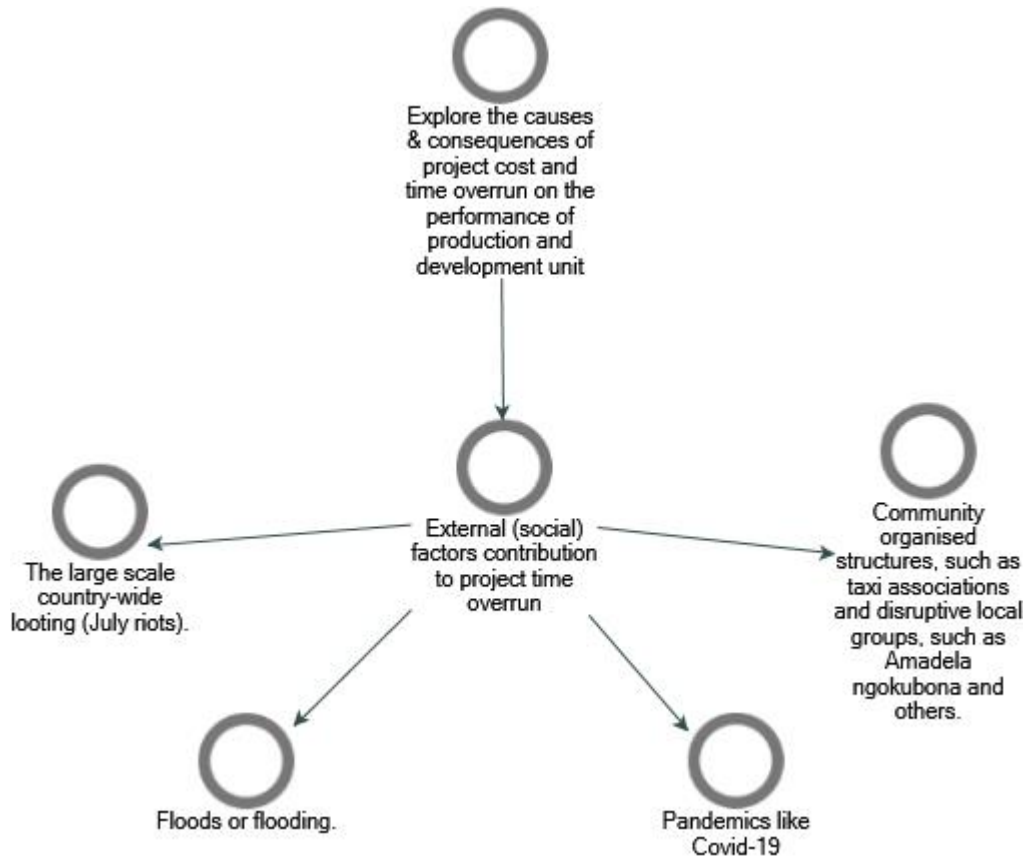


Figure 4. 11: External environmental factors contributing to project time overruns

4.2.12 Relationship between project time overruns and budget rollover

The findings indicated that different participants agreed that any delays in project completion resulted in budget rollovers, and in some cases, this led to budget cuts. As stated by Participant 5:

Yah! Then if the project is not finished on time, it means the rollovers will remain high. If within a year I am supposed to be paying you R100 and you find that I have paid you R20 because you not reconciling, this balance of R80 will sit in my account and in the following year it will be recognised as a rollover. So there is a relationship between rollovers and project completion delays.

This was supported by Participant 1 who stated, “*What will then happen they will say because you failed to spend the R10 million I gave you last year, this year you will get R8 million, which is way less than what the industry need*”.

Examination of the correlation between project completion delays and budget rollovers was to ascertain the impact that time overruns have on budget rollovers. The findings indicated that project completion delays resulted in budget rollovers. This might be because projects were paid in tranches, and when milestones were delivered upon. The data further revealed that budget rollovers were amongst the biggest challenges faced by the P&D Unit at KZNFC.

Figure 4.12 below shows the relationship between project completion delays and P&D budget rollovers.

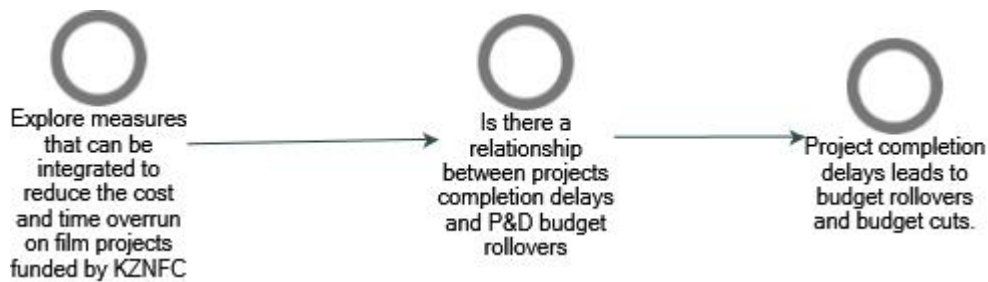


Figure 4. 12: Relationship between project completion delays and P&D budget rollovers

4.2.13 Relationship between time overruns and P&D Unit performance

The participants were questioned as to how a reduction in project time overruns could improve the performance of the P&D Unit. A common response was that a reduction in project completion delays would have a positive impact on the performance of the P&D Unit. Participant 1 said, “*I think the biggest take will be avoiding rollovers. I think the more we avoid project time overruns that will mean we will avoid budget rollovers as well*”. Participant 2 stated, “*I think we will meet our targets. Yes. On the budget aspect as well, there will be less rollovers*”. Participant 5 said, “*We will be able to meet our APP targets, reduce rollovers and meet our unit yearly targets*”. This was supported by Participant 6 who said, “*We will spend money quickly. We will meet all our APP targets. We will be able to accomplish all our APP’s. uhm. we would not have rollovers, minimise rollovers. We will be able to meet our mandate*”.

The findings indicated that a reduction in time overruns would improve the performance of the P&D Unit at KZNFC. Based on previous findings, it could be argued that this improvement would subsequently improve the performance of the individuals and the organisation as a whole.

Figure 4.13 below shows the minimum project time overruns that improved the P&D Unit’s performance.

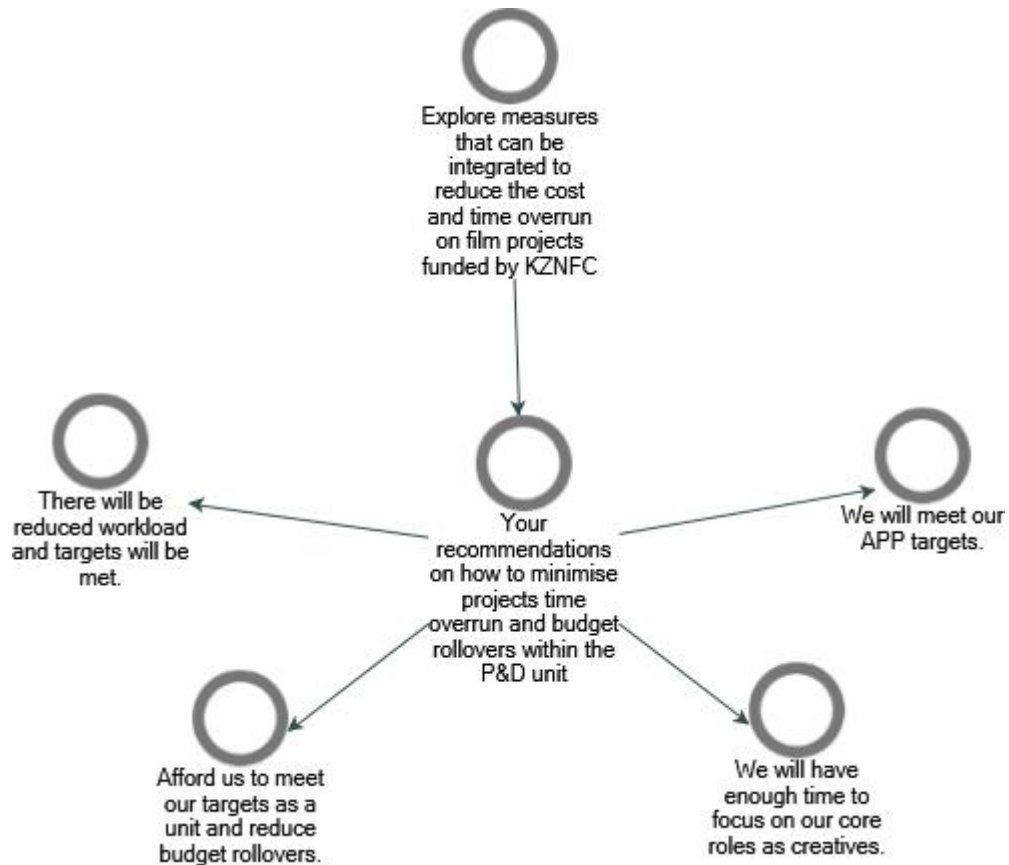


Figure 4. 13: Minimum project time overrun for improving P&D Unit performance

4.2.14 Proposals for reducing project time overruns and budget rollovers

The researcher asked participants to propose mediating steps that could be undertaken to reduce time overruns and budget rollovers. The purpose of this question was to obtain the perspectives of the participants on the solutions that would be required to address time overruns and budget rollovers. Even though participants provided different proposals, there were similarities in their responses. Proposals included the amendment of funding cycles and the period given to filmmakers to raise additional funding. Participant 2 said, “*Personally, I feel like since we have three funding cycle openings, I would reduce the funding cycle*”. Participant 5 supported is by stating, “*First of all I will reduce the time given to film makers to raise finance. By shortening the period, for instance two months means if someone fails to raise finance, there is still time to take back and allocate the funds on the next funding cycle since we have three cycles within a financial year*”. Internal business processes were flagged by most participants as being amongst the most strongly contributing factors to time overruns. Participants proposed that

KZNFC adopt a more flexible approach in its business processes that would be suitable for the ever-changing needs of the film industry. Participant 3 suggested *“Flexible working processes: rethinking working processes and funding model”*.

Participant 3 said the following:

Sorry I wanted to add something else as well, flexibility. We should be able to move within our processes where necessary, if there is an overlap from the previous funding cycle we should be able to push back the upcoming funding cycle in order to clear the work from the previous cycle before taking on new application.

The findings showed that filmmakers should be empowered to understand administrative requirements. The scrutiny of pre-production packs was raised as a proposal to assist in curbing project delays. The participants noted that gaps in pre-production were barriers that delayed the completion of projects. Participant 6 stated, *“Do more diligence on the pre-production schedule before releasing funds”*.

Although some proposals were put forward, the overall lack of active participation in offering solutions raised questions. Proposals were solicited from participants to assess their ability to address the problem statement outlined earlier in the dissertation. Although participants possessed the capability to contribute ideas for enhancing the organisation's processes, particularly those that could potentially minimise time overruns, the lack of active participation in providing solutions was concerning.

One possible explanation for this phenomenon is that participants may not have felt a strong sense of ownership over the organisation's processes and policies. Without perceiving a personal stake in the outcomes or feeling empowered to make meaningful contributions, they may have been less motivated to engage in proposing solutions. In addition, a communication gap between the organisation's leadership and the participants possibly limited their understanding of the importance of their input. Additionally, a lack of transparency in decision-making processes or insufficient recognition of participants' contributions might discourage active engagement. Alternatively, participants may not have been adequately incentivized to invest their time and effort in generating solutions, diminishing their sense of ownership.

Figure 4.14 below presents the participants' proposals for reducing time overruns and budget rollovers.

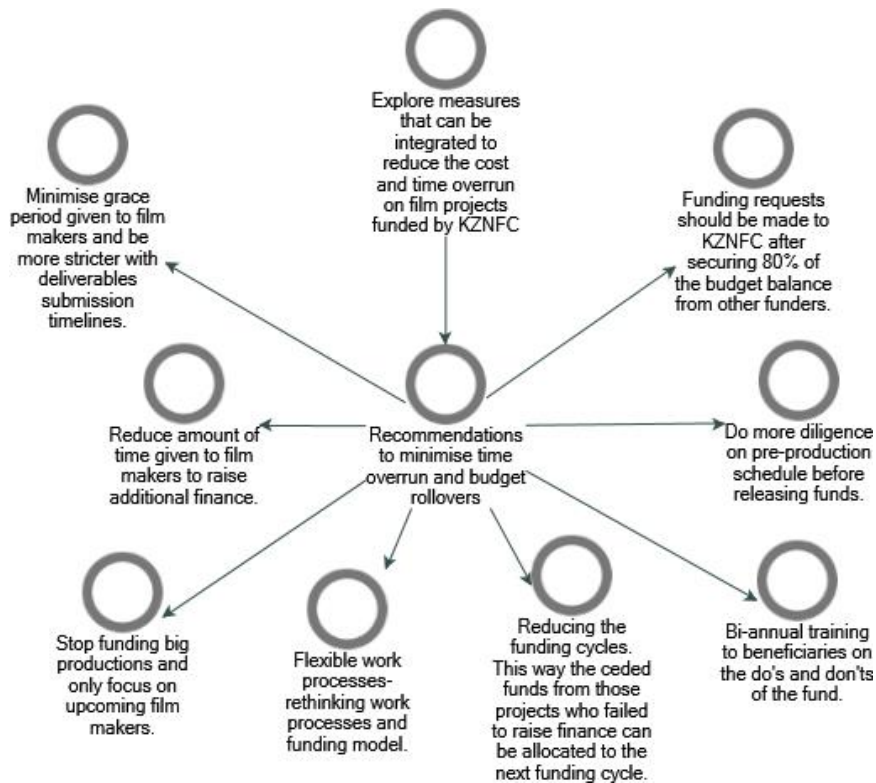


Figure 4. 14: Proposals for reducing time overruns and budget rollovers

4.3 Chapter summary

This chapter focused on the presentation and analysis of findings which were obtained by capturing the views and contributions of the participants. The first part of this chapter began with the roles and responsibilities of the participants of the study and the satisfaction that is brought by the work they do on projects. This was followed by the challenges faced by participants in carrying out their duties, the factors that led to project completion delays, the impacts of delays on individual performance and that of the P&D Unit, followed by the frequency of projects that experience time and cost overruns. This chapter further explored the relationship between project delays and the costs of projects, followed by highlighting the external environmental factors that contributed to time overruns and the relationship between delays and budget rollovers. Finally, the impact a reduction in time overruns might have on the performance of the P&D Unit was examined, alongside the proposals from the participants. The following chapter focuses on the discussion of findings, by examining further details of the participants' responses to the questions that were posed. The findings of the study are discussed and presented in line with the findings from previous studies of a similar nature.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

In contrast to the previous chapter, which focused on presenting the findings of the study, the following chapter delves into a comprehensive discussion of these findings. This chapter goes beyond the mere presentation of findings and seeks to provide a deeper understanding of the implications and significance of the findings. Furthermore, this chapter extends beyond the confines of the current study by incorporating a comparative analysis with the findings of similar studies. By drawing upon the existing body of literature, an understanding of how the findings align with or diverge from previous research efforts.

Each finding will be presented per the following themes: challenges facing projects funded by KZNFC; causes of time overruns; consequences of time overruns on the performance of the P&D Unit; frequency of time and cost overruns on projects funded by KZNFC; and external environmental factors that contribute to project time overruns.

5.2 Challenges facing projects funded by KZNFC

The second question in the interview guide sought data on the challenges faced by participants when working on projects funded by KZNFC. These challenges were categorised into two groups: those from within the organisation, identified by participants as enablers of cost and time overruns, and those from outside the organisation, but still contributing to cost and time overruns.

5.2.1 *Internal challenges*

This section discusses the internal challenges specific to the organisation's internal processes, structures, and dynamics.

5.2.1.1 *Internal processes*

Murschetz, Teichmann and Karmasin (2018) argue that good governance is necessary where public funds are involved, but that this should not be a hindrance to film project progress, and should be used to bring about effective techniques or enable film policymakers to achieve policy goals to the benefit of the public. All participants identified internal processes as being

the biggest constraint and enabler of time overruns on projects. Participants identified the number of approvals required for approving payments and the delays that accompanied this process. Delays in payments are synonymous with government-funded projects. This longstanding issue was supported by the study conducted by Okeyo, Rambo and Odundo (2015), which argued that paying contractors on time was most likely to prevent cost and time overruns, especially in developing economies. Perera and Dewagoda (2021) argue that to mitigate the consequences of overruns, the root causes of these delays must first be identified before trying to devise solutions.

The findings of the study identified that funding to beneficiaries was released in tranches after the submission of milestones and spending reconciliations and that internal delays occur mostly at the reconciliation approval stage, where four signatures are required. The delays in this process slow the release of funds to beneficiaries. The delays in releasing funds to beneficiaries result in project time overruns. This finding was supported by the study conducted by Okeyo, Rambo and Odundo (2015), who argued that paying contractors on time is most likely to prevent cost and time overruns, especially in developing economies. Things that normally Factors frequently leading to project completion delays include delays in fund distribution by funding parties, political interference, and delayed payment approval by accounting officers. The findings also identified the signing of documents as being among the contributing factors to delays, including the signing of contracts and award letters for approved projects. These delays led to delays in the commencement of projects.

5.2.1.2 Staff shortage and high staff turnover

Staff turnover is the movement of employees around the labour market: between companies, employment, and professions; and between a state of employment and unemployment (Abassi & Hollman, 2000). According to Tett and Meyer (1993), staff turnover is a well-thought-out and intentional decision to leave an organisation. Staff turnover can occur for different reasons, ranging from employee dissatisfaction at their place of employment to staff lay-offs as a result of challenges faced by an organisation resorting to lay-offs as a solution. Organisations with high-level staff turnover are likely to contribute to job insecurity and negatively impact the organisation's image. All six participants that were interviewed in the study pointed out that the P&D unit is understaffed and has high levels of staff turnover. The findings further showed that this understaffing had a huge contribution to staff overload with work. As a result some of their work was left unattended, which delayed certain aspects of the processes and subsequently delayed the completion of projects.

Abolade (2013) argues that a sense of security is a huge motivator that allows individuals to look forward to life and that it gives a sense of gratification and fulfilment when a person knows that they are secured or protected in whatever work in which they are involved. Individuals with a sense of security and safety can achieve greater things in life and are higher performers. An individual whose job is assured and secured is more likely to be motivated to do their job to the best of their ability as there are no threats to their job security. The workplace is supposed to be a safe zone for employees and a place of refuge away from the challenges of life, including social and economic challenges. The most important thing for workers in an employer-employee relationship is job security, which provides them with peace of mind (Abolade, 2018).

This study aimed to explore the causes and consequences of project cost and time overruns on the performance of the P&D Unit. It is therefore important that KZNFC addresses the issues of staff shortages and the high level of employees that are on contracts within the unit to avoid staff being overworked, which might lead to low staff morale and subsequently low performance.

5.2.1.3 Lack of skilled capacity

A study conducted by NFVF (2011) identified that many challenges contribute to time and cost overruns and that they differ from project to project. However, some challenges are similar in most film projects, such as a skills gap, which can lead to poor planning. This was supported by Dlamini and Cumberlege (2021), who argue that the project manager plays a vital role in the success of the project. They further argue that there are several specialised skills that a project manager should possess to avoid and reduce time and cost overruns. The lack of film industry skills from within was identified as a challenge faced by KZNFC, hindering its ability to execute its programs effectively and efficiently, as stated by Participant 3. This statement challenges KZNFC to invest more in the upskilling of its workforce to effectively and successfully execute its mandate.

5.2.1.4 Shortages of external readers

It is a well-known phenomenon that the performance and success of a project rely on the skills of those involved in the project implementation, such as external readers. A shortage of skilled human resources prevents a project from meeting its potential and has a negative impact on the quality of a project (Hussain, Xuotong & Hussain, 2020). Participant 2 described the role of external readers in terms of their involvement in funded projects. All projects that meet

administration compliance are sent to external readers, whose responsibility is to read the projects and make recommendations to KZNFC based on the creative aspects of the project and whether the project should be considered for funding or not. Tshidavhu and Khatleli (2020) argue that delays in South African construction projects are caused by a shortage of skilled labour, lack of contractor expertise, poor planning, and service provider inefficiency.

The challenges of a shortage of external readers faced by KZNFC are similar, even though these are two different sectors. KZNFC has a panel of external readers, amongst whom the work is distributed based on their availability. However, the findings indicated that there was not enough manpower on this panel, and the organisation found itself overloaded with projects that were waiting to be allocated to the readers. Considering the important role of external readers in the overall funding process, it is of great importance that these obstacles be resolved as soon as possible. If the panel is not strengthened to match the volume of projects that comes into the system, there is a possibility of the quality of work being compromised. Readers may be reading only to get to the next project and thus may overlook critical information.

5.2.2 External challenges

This section deals with the difficulties originating from film fund applicants, beneficiaries, and other external agents, which have an impact on the organisation.

5.2.2.1 Unprofessionalism

The findings of the study concerning external challenges indicated that beneficiaries and applicants were very unprofessional and lacked business etiquette and proper communication skills. This was supported by Wankhade (2009), who argues that the movie-making process in Bollywood is different from anywhere else in the world because of its disorganised nature, high risk, and high level of unprofessionalism.

The findings of the study also highlighted the lack of understanding of funding processes by filmmakers, despite the film fund policy guidelines being clear on the processes and application requirements. It was noted that applicants failed to comply with the administrative requirements, and this was thought to reduce their prospects of being funded, as compliance verification is the first step that is conducted before any application can be evaluated on its creative aspect. This means that a project can be excluded based on administrative non-compliance instead of its creative capabilities, which should be the deciding factor as to whether the project gets funded or not. Concerning cost and time overruns, as articulated by

Participant 2, these administrative issues delay processes, as the film fund administrator is mandated to contact and notify applicants of any outstanding documents.

5.2.2.2 Skills shortage

The film industry requires many different sets of skills, which need to be applied accordingly to ensure a good quality end product. A study conducted by Madichie (2010) on the Nigerian film industry indicated that a lack of creativity by local filmmakers was among the problems faced by the industry. Poor acting and directing were noted to be among the biggest contributors to poor-quality end products.

The findings of the study indicated that some filmmakers overstate their skill sets, compromising the quality of work. Whenever a person is doing something that they do not know, they often waste more time than when doing something they are capable of doing. Some of the factors that are linked to skills shortage contributing to time overruns are delays in implementation, under-costing, lack of proper feasibility studies, miscommunication amongst parties, miscalculation of completion time, lack of suitable skilled labour, and poor PM. (Raykar & Ghadge, 2016).

Limited industry-focused training and a small number of competent scriptwriters are among the factors with which the industry is struggling (Tuomi, 2006). The above statement may be viewed as outdated; however, it is still relevant, as it echoes concerns raised by Participant 4 concerning institutions of higher education not being able to provide the industry with relevant requisite skills. Concerns regarding skills were also articulated in the NFVF (2017) study, which argued that education and training in the film industry are still a challenge. In some instances, training is prioritised, and the newly hired workforce is trained on the job. These findings in time and cost overruns are attributed to the employer, and as a result, the production ends up carrying the training costs.

A study commissioned by the NFVF (2017) recommended that those at the forefront of the development of the film industry should foster an all-inclusive skills development programme targeting young black filmmakers. These skills development programmes should be tailored to bring about a mindset shift, from the perception that filmmaking is only about creativity, to a greater focus on its business and financial aspects. These skills programmes should focus on business and financial skills development and distribution channels (NFVF, 2017). In 2015, KZNFC conducted a skills audit to determine the skills levels that were dominant within the film industry in the province and proposed fitting programmes to develop the necessary skills

that could assist the participants to access the industry or upskill within their current positions (KZNFC, 2021).

The findings further revealed that for emerging filmmakers, a lack of experience and industry skill causes further delays due to the increased amount of time spent communicating between the beneficiary and the KZNFC creative team responsible for managing a particular project. Participant 6 argued that appointing a supervising producer for emerging filmmakers could aid in time management and delivery of quality work.

5.3 Causes of time overruns

This section covers factors that participants identified as causing time overruns on projects funded by KZNFC.

5.3.1 Raising of additional finance

Once film ideas have been conceptualised and packaged, the next step is to obtain production funding. Potential financiers can include government entities or private funders, specifically film distributors. Funding a film project is vital, as the industry is perceived to be high in costs with high-risk returns. If an executive producer has not yet built a reputation, it becomes difficult to obtain financing, resulting in the government having to step in via various initiatives and incentives (NFVF, 2017).

The challenges that are brought about by limited funds force independent filmmakers to look for additional funding to finance their projects elsewhere. Unlike large production studios with sizable budgets, independent filmmakers have to work for every cent required to complete their projects (Baranova, 2013). KZNFC has a funding threshold of a maximum of R1.5 million for feature films. This means that if a project requires a production budget above R1.5 million, the applicant needs to raise additional funding elsewhere to cover the shortfall. As stated by all participants, this process was one of the biggest contributors to project completion delays, because after a beneficiary has signed a contract with KZNFC, they still have to raise additional funding, a process that can take between six and twelve months.

Participants further attributed budget rollovers to this process, as funds are not released to the funded beneficiary until they can raise additional funds for their project. Funds that remain in the bank account by the end of the financial year are rolled over to the next financial year and this is problematic for government entities. Based on this, the process of raising additional funds contributes to project time overruns, thus delineating one of the causes of cost and time

overruns in projects funded by KZNFC. It is therefore recommended that KZNFC rethink this aspect of their business process and policy, and consider amending the period allowed for beneficiaries to raise additional funding.

5.3.2 *Seeking consent*

“Tabach-Bank (2004) asserts that no person should publish, print, or display for trade or commercial purposes the name, pictures, portraits, or any likeness of any natural person without seeking written or oral consent by that person or living family members if that person is deceased”. The findings indicated that when making a documentary about a deceased subject, filmmakers sought consent from living family members before proceeding. In some cases, filmmakers obtained consent only to find out later stage that the person that gave the initial consent was not the correct person within the family designated to take such decisions.

In such cases, the filmmaker had to restart the consent process or risk being caught up in conflicts between family members, resulting in further project delays. Even though a solution to this obstacle might be for the filmmaker to ensure all consents are obtained during pre-production, there is still a possibility of family members challenging and halting the process. This is out of the control of the filmmakers and KZNFC. However, time during pre-production should be set aside to address such issues in case they arise.

5.3.3 *Funds misappropriated by beneficiaries*

Fund misappropriation refers to beneficiaries using funds allocated for a project for personal use or non-project-related activities. The findings indicated that some projects ended up being capped because KZNFC pulled out and imposed penalties on the beneficiary, asking them to return the funding. As stipulated by Participant 5 who handled the internal accounting aspect of these projects, “*KZNFC has a zero tolerance for variances, meaning beneficiaries are required to account for every cent given to them as part of the funding agreement and all the amount should be used on items related to the project*”. A lack of cost planning and proper monitoring of project funds are contributing factors to cost and time overruns (Tshidavhu & Khatleli, 2020).

Some projects struggle with maintaining a positive cash flow as a result of improper spending of funds or delays caused by late submissions of milestones. Cash flow management refers to the examining, evaluating, and modifying of the cash flow of projects. A vital aspect of

managing cash flow is to avoid prolonged shortages of cash that are triggered by having a larger gap between inflows and outflows of cash (Abdul-Rahman, Takim & Min, 2020).

5.3.4 Subject unavailability

Ellis (2021) expresses that documentaries are founded on the perception that they are absent of fiction and predominantly of the facts and truth. As a result, documentaries cannot be fictionalised to save time and production costs. The findings of the study indicated that documentaries require a great amount of time to be made. The time allocated to putting together a documentary should be different to a normal feature film. As the findings highlighted, documentaries are based on real people and are filmed in real-time, meaning one cannot script some of the content. The other challenge of documentaries is that the subject of the documentary is at the centre of everything and if they are not available, producers are forced to reschedule, which comes at a cost in terms of time and actual finances of the project. This reinforces the need for a comprehensive pre-production plan, which should consider these eventualities.

5.3.5 Late submission of deliverables and reconciliations

Deliverables are the expected outcomes of a project and the outputs of the PM that a project was meant to deliver (Jaber *et al.*, 2018). The findings of the study indicated that funds which are paid in tranches are only released to beneficiaries once agreed milestones and spending reconciliations from the previous tranche have been received and approved. Participants attributed the late submissions of deliverables and reconciliations by beneficiaries as some of the reasons that cause projects to be completed beyond their intended scheduled period, creating a need for an addendum to the original contract.

5.3.6 Crew member conflicts

According to Hodge (2009), conflict is a massive, multifaceted, and ever-changing issue in many specialised fields such as law, business, medicine, and the creative arts. In the film sector, there are normally two parallel leadership structures, the director and the producer. The director is in charge of the creative aspects and the producer the commercial side of the film. Any conflict between the two leadership structures during a shoot can result in the organisation splitting into two groupings, those advocating for the creative side and others for the commercial aspect (Ebbers & Wijnberg, 2017). Ebbers and Wijnberg (2017) report that a particular producer said that a director always can rally the creative team against the producer,

which creates the possibility of “us against them” between the crew members and the production department.

Conflicts associated with remuneration and working conditions between crew members involved in a project were identified in this study as possible sources of delay. The implications of these conflicts are project completion delays because they force production to pause while trying to resolve these issues. The extent of the delays can be severe when issues remain unresolved and parties part ways. This can necessitate the assembling of new crew members, resulting in further delays.

5.4 Consequences of time overruns on the performance of the P&D Unit

5.4.1 Increased workload

Workload refers to the volume of work that is apportioned to a worker to perform (Qureshi *et al.*,2013). All six participants highlighted a high-volume workload as one of the contributing factors to project completion delays, impacting the performance of the unit in terms of meeting its deliverables. Participants further highlighted that the reasons for this increased volume workload included delays in project completion from those that are still in the system. These delays increased the volume of work when new projects were enrolled, while the old projects remained in the system.

Bruggen (2015) explains that there is a reverse U-shape correlation between performance and workload. Employee productivity increases to a particular limit, after which it decreases. When workload levels are reasonable, performance quality becomes high, validating the notion that quality cannot be compromised with quantity. The research further indicated that workload directly affected employee performance. Organisations should aim to strike a balance of the workload to obtain maximum performance from their workers.

From the above arguments identified in the literature, it could be argued that the amount of work allocated to employees as a result of time overruns has a negative effect on their performance, particularly in the P&D Unit. It is therefore recommended that KZNFC create a solution to address workload challenges to improve the performance of the P&D Unit. These findings speak to the objective of the study, which intended to explore the causes and consequences of cost and time overruns on the performance of the P&D Unit. It can thus be concluded that time overruns have a negative impact on the performance of this unit.

5.4.2 Budget rollovers

Liebman and Mahoney (2017) define unutilised funds within a particular financial year that are transferred to the following year as budget rollover. The findings of this study attributed budget rollovers to time overruns as a result of lack of budget spending caused by delays. As articulated by the participants, amongst the biggest challenges within the P&D Unit were budget rollovers and the main contributor to these budget rollovers was the lack of spending caused by the abovementioned delays, including the raising of additional funding, internal signing processes, late submissions of deliverables, and reconciliation. Participants stated that budget rollovers had a negative impact on the future budget allocation of the unit. Numerous budget rollovers led to budget cuts with a direct impact on service delivery, as there was less money available to distribute to applicants.

Budget rollover was not included in the research objectives and questions; however, it was included in the interview guide questions. The findings of the study showed that budget rollover was a pressing issue for participants, with participants raising it as an issue before the researcher asked about it. Based on this observation, the issue of budget rollovers may be among the biggest challenges facing the P&D Unit. From the observations of the researcher, it appeared that KZNFC was struggling with this matter.

5.4.3 Unit targets

According to Dickens *et al.* (2019), targets are defined as ambitions and each organisation sets its own based on its circumstances and goals. The findings of the study included that delays affected several projects that were planned for the year. Participants articulated that the P&D Unit sets targets at the beginning of the financial year and that these targets are used as a barometer to determine the success or failure of the unit. Any project time overruns impact negatively on the targets of the unit and affect the spending of the organisation as a whole, as described by participant 1: *“this does not only becomes the problem for the P&D Unit, I think it also affect our spending as well, which becomes a challenge for the finance unit as well and the organisation as a whole”*.

5.5 Frequency of time and cost overruns in projects funded by KZNFC

5.5.1 Time overruns

When a particular project is not completed within a planned timeframe, this is referred to as a time overrun. This can be due to various reasons (Raykar & Ghadge, 2016). The purpose of

posing a question concerning time overruns to participants was to gain an understanding of how often funded projects exceed their scheduled completion period. Findings varied depending on the participants' involvement in a particular project's portfolio; however, feature films and documentaries were the two portfolios that were the biggest contributors to project time overruns. The reason for this is perhaps because of the length of those two productions in comparison to short films.

5.5.2 Cost overruns

A question was posed to the participants to ascertain the frequency of projects exceeding their initial budget. As defined by Raykar and Ghadge (2016), cost overruns occur when a project exceeds its initial budget. The findings of the study indicated that there were very few projects that exceeded their initial budget under normal circumstances. The participants singled out environmental factors such as natural disasters (the COVID-19 pandemic and floods) and social factors such as riots and disruptive community groups as being some of the causes that lead to cost overruns. The study aimed to explore and understand the causes and consequences of cost and time overruns. Based on the above findings, it can be concluded that cost overruns are not a major problem facing projects funded by KZNFC. Participants noted that cost overruns occurred only in special cases, such as the COVID-19 pandemic, the floods in the KZN province in April 2022, and the July 2021 riots. Therefore, cost overruns can be covered under an emergency budget.

5.6 Relationship between time and costs overruns

Catalão (2019) argues that time and cost overruns are interrelated. The findings of the study echoed this, in that project completion delays led to increased project costs. This is supported by the study conducted by Tse and Love (2003), who argue that project delays result in a need for overtime and additional resources for the project schedule to be met and work to be completed accordingly. These additional items automatically resulting in increased project costs. This is supported by Raykar and Ghadge (2016) who agree that cost overruns are as a result of delays, which then render the initial budget obsolete.

Even though the findings of the study included rare cases of cost overrun on projects funded by KZNFC, taking into consideration the above, it can be concluded that production costs go up in all projects that encounter delays. In these cases, the beneficiary covers the additional costs themselves. However, they do not disclose this information to KZNFC because they know that they will not receive additional funding anyway unless affected by special cases such as

environmental factors. Participant 3 said, “*Mm! I haven’t had a project...Actually I have had one, this was a problematic struggling project that was in development and they were never given those additional funds*”.

5.7 External environmental factors contributing to project time overruns

In recent years, South Africa has seen riots, unrest, and violent looting. The July 2021 looting was of a different scale, with some studies describing it as insurrection and ethnic mobilisation (Rapanyane, 2022). The consequences of the July 2021 riots varied from property destruction to loss of life, economic infrastructure disruptions, and the devastation of people’s livelihoods. The impact on the South African economy was estimated to be approximately R50 billion and the most affected businesses were small, medium, and micro-enterprises (De Haas, 2022). The riots in July 2021 began as a social issue, which spread throughout and outside of the province. The findings of this study revealed that for two weeks there was no production activity and plans could not be made for the upcoming weeks until the riots were over. According to Participant 6, “*Some projects ended up pausing for two months in order to regroup and update their production schedule and budgets*”.

Natural disasters such as floods bring about the greatest disruptions to infrastructure, such as the transport network, which is the nerve centre of economic activity, allowing the movement of goods and people. Heavy weather conditions can directly or indirectly damage transport infrastructure, triggering a great threat to the safety of humans, and great economic and social disruption (Pregolato *et al.*, 2017).

This has been supported by other scholars who have identified microenvironmental factors as some of the main causes of cost and time overruns. These include unfavourable weather conditions, high inflation rates, and other social factors (Kaliba *et al.*, 2009). The findings of the study revealed that environmental factors such as the floods in the province in April 2022 caused many delays in production schedule timeframes. Infrastructure was badly damaged and difficult to access, including locations that were vital for filming. Location scouts had to look for new locations, which caused further delays, forcing some productions to push back their production schedules by weeks, or even months, as recounted by Participant 6.

The COVID-19 pandemic halted film industry activities, and film production sets were closed off. This negatively affected the film industry’s value chain. COVID-19 regulations set in place new filming protocols on set to ensure the safety of crew and cast members (Akser, 2020). The findings of the study indicated that in the early stages of the COVID-19 pandemic, most

countries went into lockdown, where everything came to a standstill for three to five months, and in some countries for even longer. During this period, film productions could not shoot and the process of obtaining a working permit was very difficult, especially for the film industry, which is deemed not to be an essential sector.

In the past three years, the COVID-19 pandemic has been the biggest external contributing factor to the overrun of project completion time. Some projects did not recommence shooting even after the COVID-19 regulations were repealed, due to the huge disruptions brought about by the COVID-19 pandemic and the cost that would have been incurred should they have decided to continue with the projects.

According to Noonan (2020), film commissions generally reacted swiftly to the shutting down of the film industry. Most employees working in film commissions were once filmmakers or working in the sector themselves, and have an understanding of the financial, logistical, and creative challenges faced by the industry at the peak of the COVID-19 pandemic. The findings of the study confirmed that KZNFC was no different, as during this time a special fund was established to assist productions to cover COVID-19 pandemic-related costs. KZNFC introduced a COVID-19 relief fund to assist filmmakers to comply with imposed COVID-19 regulations and protocols (KZNFC, 2021).

Businesses in South Africa are under threat. Businesses across Gauteng have been overwhelmed by several illegal demonstrations, which were often accompanied by violent acts, physical harm, and property destruction. In KZN there has been an insurgence of the “*construction mafia*”, who cause terror on construction projects, demanding work and economic benefits. The financial implications of these disruptions are dire, as no business can withstand the ongoing attack of work extortion, threats, and intimidation of its employees (Pocock, 2018).

The findings of the study also showed that disruptive groups have invaded the film industry. This has previously been prominent in other sectors of the economy, such as the construction and private security industry; however, the film industry has recently experienced threats to the industry, with individuals demanding economic benefits. The point of contention of these groups is that for all film projects that are shot in KZN and funded by provincial government entities, they should gain economic benefit from them. Taxi associations have also been noted as a part of the problem, as more than one participant gave examples of production crew

members being harassed by taxi owners, demanding permits for transporting crew and cast members on particular routes to filming locations.

In the South African context, especially in KZN, all three of these disruptions have occurred in the past three years. It is then concluded and advised that this should be among the priority points to consider during pre-production planning.

5.8 Chapter summary

This chapter presented a discussion of the findings of the study, using comparisons and support from literature from similar studies. In addition, this chapter used interview guide questions to answer the three research questions. The interview guides covered challenges faced by the participants in their jobs, causes of time overruns, consequences of time overruns on the performance of the P&D Unit, prominence of time and cost overruns on projects funded by KZNFC, the relationship between time overruns and costs of a project, and external environmental factors contributing to project cost and time overruns. The following chapter is the last chapter of the study and will focus on conclusions and recommendations.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

The previous chapter presented a discussion of the findings of the study in line with the objectives of the study, with support of and comparison to literature from other similar studies. This chapter presents the conclusions and recommendations of the study. This chapter further presents the dissertation summary, which emphasises the key steps taken to achieve the study's objectives, followed by the dissertation conclusion. In this chapter, the implications and recommendations to be considered for future studies are presented.

It is important to emphasise that the study aimed to explore and understand the causes and consequences of cost and time overruns on projects funded by KZNFC. Furthermore, the researcher intended to contribute to the future literature of project management in the field of film production, concerning cost and time overrun management. The study has clearly outlined the causes and consequences of cost and time overruns on projects funded by KZNFC. Below is a summary of the study.

6.2 Summary of the study

The study explored the causes and consequences of cost and time overruns on projects funded by KZNFC and proposed recommendations to reduce or minimise these cost and time overruns. To answer the research questions and achieve the objectives of the study, thirteen semi-structured interview guide questions were administered to the participants, who had great insight into the processes of the funded projects. The literature review from similar studies was discussed on related topics such as PM theories; factors that contribute to time and cost overruns; the causes and consequences of cost and time overruns in PM; the state of the film industry in South Africa and its contribution to the economy; challenges facing the film industry that lead to cost and time overruns; and enabling factors that could reduce cost and time overruns in PM.

The methodology used for the study was qualitative; therefore, it made use of qualitative techniques during the data collection process. The collected data, in the form of interviews, were transcribed onto a Microsoft Word document and analysed using the NVivo Software system. The findings analysis presentation was categorised into the following sub-themes: roles

and responsibilities of the participants, challenges, factors that contributed to project completion delays, the impact of delays on the performance of individuals and the unit as a whole, and the relationship between project delays and project costs.

The findings were discussed in line with literature from similar studies. The findings of the study indicated that while there are projects that encounter cost overruns, those are in the minority when compared to those that undergo time overruns. These time overruns resulted from both internal and external operations deficiencies. This was indicated by the responses from participants to questions addressing internal challenges, where operating processes and staff capacity were identified as being the main challenges that contributed to project completion time overruns. External challenges that enabled time overruns included factors such as late submissions of milestones and reconciliations, unprofessionalism, and lack of industry skills. Project completion delays resulted in high volume workload and budget rollovers, which participants highlighted as being the biggest challenges facing the P&D Unit and KZNFC as a whole.

6.3 Conclusions of the study

6.3.1 Causes of project cost and time overruns

The study highlighted the causes of cost and time overruns on projects funded by KZNFC. Enabling factors of cost and time overruns that were discussed emanating from the findings were the arduous government processes that brought about delays; staff shortages and high staff-turnover due to the large number of contract workers within the Unit; raising of additional finance by beneficiaries; lack of skills capacity; conflicts among filmmakers; late submissions of deliverables by beneficiaries; fund misappropriation by beneficiaries; and external environmental factors such as pandemics, natural disasters, and disruptive community groups.

6.3.2 Consequences of project cost and time overruns

The findings of the study showed the impact of cost and time overruns on the overall performance of the P&D Unit, the causes of time overruns, the reasons for budget rollovers and factors that contribute to time and cost overruns. These consequences included high volume workload; budget rollovers; negative impact to service delivery; and failure to meet set annual targets.

6.3.3 *Proposed mechanisms to reduce cost and time overruns*

The study also proposed mechanisms that could be implemented to reduce cost and time overruns in funded projects. These mechanisms were addressed to all relevant stakeholders, including management; project managers; policy makers; and film makers. Furthermore, it was observed that all the participants, who were employees of the P&D Unit, seemed to have solutions to the problem statement. Therefore, extensive consultation between management and employees is recommended to address some of the operational bottlenecks. This will help in terms of devising solutions that will be effective to address the causes of cost and time overruns.

6.4 Implications and Recommendations

The findings indicated that a reduction in cost and time overruns would improve the performance of the P&D Unit. To achieve this, the following recommendations based on the findings are made for the organisation's management, project managers, and filmmakers.

6.4.1 *Management*

Continuous upskilling of P&D employees in film industry-related skills is important and should be prioritised by KZNFC management. Before any training can be implemented for employees, the organisation should first identify the skills gap within the unit, so that the training can be tailored to suit the skills required by employees within the P&D Unit. KZNFC will need to budget for this training. Management needs to ensure that employees are supported, including the provision of all required resources, such as human resources and any other tools required to effectively execute their jobs. KZNFC management should fill all open vacancies within the P&D Unit and try to resolve the issue of contract workers by ensuring that key positions are made permanent. The organisation needs to also address other enabling factors that contribute to high staff turnover and ensure that the working environment within the unit is conducive for employees, to improve the performance of the unit and subsequently that of the organisation.

6.4.1.1 *Shortened time for beneficiary fundraising*

Instead of giving beneficiaries six months with an option of another six months extension to raise funds, it is proposed that they are given only three months, with an option of an additional three-month extension period. This way there will be sufficient time to disperse funds ceded from filmmakers who fail to raise additional funds, allowing those funds to still be used within

that financial year instead of being rolled over to the following year, which is problematic for KZNFC because it affects the projected spending for the organisation.

6.4.1.2 Reducing funding cycles

The management of KZNFC should consider reducing the funding cycles within the financial year. Instead of having three openings within a financial year, there could be two funding cycle openings for applicants to submit funding requests for their projects. The first one should be at the beginning of the financial year in April and the second one in October. This way, funds that are ceded from beneficiaries who fail to raise additional funds can be rolled over to the following cycle and allocated to new applicants in time. In this way, their efforts will be impactful and will allow employees to manage funded projects efficiently and effectively.

6.4.1.3 Integrated systems and business processes

The management of KZNFC needs to rethink and restructure its internal systems and business processes. All six participants were vehemently critical of the processes identified as internal challenges and described how internal approval processes contributed to project implementation delays. The organisation needs to develop a system that will integrate signing processes and link that system to its business processes. There are systems already available on the market that make signing processes quicker and easier, where a document is uploaded on the system and all signatories receive notifications when it is their turn to sign the document. However, even with this system in place, those responsible for signing documents still need to understand their roles and a documentation audit system should be in place to monitor challenges and identify aspects that result in delays. Furthermore, the business processes of KZNFC should be designed in a way that is aligned and accommodative to the film industry, which has its own special needs, particularly concerning quick responses and short turnaround times. Document-signing challenges and outstanding approvals should be on the agenda to be discussed in weekly P&D Unit status update meetings.

6.4.1.4 Budget allocation

The findings of the study demonstrated that small productions (short films) are most likely to be completed on schedule and within budget in comparison to big productions (feature films) and documentaries. Participants recommended that KZNFC channel a larger percentage of the funding budget to small productions to ensure the effectiveness and full impact of its budget. Participants further explained that by doing this, the organisation would fulfil its mandate of

supporting and ensuring the development of the industry within the province through supporting upcoming filmmakers. KZNFC should also budget for the actual amounts to be paid for projects within the financial year as per their targets of projects to be funded, instead of budgeting for an overall project funding amount. This is because large projects often overlap into the following financial year and are infrequently completed within a single financial year. In this way, budget rollovers could be averted.

6.4.1.5 Emergency fund

The findings of the study alluded to the external environmental factors such as pandemics (COVID-19), natural disasters (floods), and riots (July unrest) that contributed to the cost and time overruns of projects funded by KZNFC. Time can be recovered through rescheduling; however, associated additional costs remain and must be paid. Management of KZNFC should set aside an emergency fund within the budget to guard against these unexpected events and assist affected beneficiaries going forward.

6.4.1.6 Work overload

Management needs to resolve staff shortage challenges raised by participants to resolve work overload issues. The work overload was raised by all participants, with some raising concerns that the quality of output is compromised as a result of work overload. It is also recommended that KZNFC addresses the challenges that bring about high staff turnover to maintain stability within the unit and organisation.

6.4.2 Project managers

6.4.2.1 Beneficiary training and workshopping of applicants

The findings of the study demonstrated a lack of understanding of administrative processes and procedures by beneficiaries and applicants. Beneficiaries do not abide by the set of rules governing the film fund despite being taken through an induction process of the film fund during initial meetings. Project managers need to arrange refresher training at least twice a year, depending on the length of a project, to remind beneficiaries of the rules and requirements of the film fund and emphasise deliverable submission requirements. KZNFC should also arrange information-sharing workshops targeting aspiring applicants to address the administrative challenges encountered during the application processes in terms of compliance requirements.

6.4.2.2 Reinforcement of pre-production due diligence

Production analysts and project managers need to scrutinise pre-production schedule packs that are submitted by beneficiaries. Before signing them off, they need to ensure that all angles are covered in terms of the approved budget and proposed project timeframe. Participants indicated that some time overruns or cost increases are a result of loopholes in pre-production schedules. Therefore, if these issues are identified before a project is approved for production, unnecessary delays and cost escalation can be averted. The above recommendation is supported by the study conducted by Mulla and Waghmare (2015), who argue that any project funding should be approved once all due diligence has been done. Mulla and Waghmare (2015) further argue that individuals responsible for managing projects must pay close attention to the cost and time management of the project, as any diversion in this regard might lead to completion over the initial budget and beyond the scheduled period. It is therefore of great importance for all involved in a project to be equipped with cost and time management skills (Nokes & Kelly, 2007).

6.4.2.3 Appointing supervising producers

Project managers or P&D analysts should evaluate the experience of the beneficiaries and, where necessary, appoint an experienced supervising producer to oversee the production of film projects. This will ensure that among the crew members, there is someone with experience, who could manage the time and budget for the project. This person could also assist with deliverable and reconciliation submissions, which is a huge challenge for upcoming filmmakers.

6.4.3 Policymakers

6.4.3.1 Policy review

Some of the policy issues that affect the film industry will require policy change from the national and provincial governments. This is not implementable by KZNFC alone, because it affects the Procurement Financial Management Act (PFMA), the policy position of the national government. Any change to this policy would require the endorsement of the members of the governing party. Although this seems farfetched, it is doable. In the recent past, Eskom, the energy producer in the country, was given leeway on certain parts of the PFMA by the National Treasury, through the instruction of the national government. As stated by Creamer (2022), “state-owned utility Eskom says the National Treasury’s relaxation of some procurement and

supply chain management rules and processes contained in the Public Finance Management Act (PFMA) will assist it in speeding up critical and urgent procurement". The government should then do the same for its entities that are supporting the film industry and other creative industries to ensure that those industries are supported efficiently and effectively. Any sections of the PFMA that cause delays should be reviewed and amended where necessary.

6.4.3.2 Committed funds/rollovers

One of the biggest enabling factors to budget rollovers identified in the study was the process of raising additional funds from other financiers by filmmakers who have been funded to produce feature films (big productions) and documentaries. As previously stipulated, delays are caused by different factors, which subsequently result in budget rollovers. It is recommended that the terminology "budget rollover" be reconsidered and viewed differently for projects that take many years or by design extend to the following years. Only funds that have not been committed should be referred to as being rolled over. A budget that has been committed to projects and not used for a tangible reason should not be considered to be rolled over budget, because in essence the funds are not owned and will only be paid out once all milestones have been met, as per the funding contract.

6.4.4 Filmmakers

The findings of the study identified that some of the contributing factors to cost and time overruns originated from beneficiaries. A lack of industry and overall business skills were mentioned by participants as being among the contributing factors to cost and time overruns. Poor planning and budgeting have a direct impact on production process end results. Filmmakers need to upskill themselves and identify suitable human resources to make up for their deficiencies. Unprofessionalism and a lack of business etiquette was a major challenge raised by participants. Filmmakers need to view themselves not only as creatives but also as businesspeople because they are running real businesses and there is a certain behaviour that is therefore.

6.4.4.1 Deliverables/ milestones and reconciliations submissions

The findings of the study demonstrated that some beneficiaries do not submit their deliverables on time, and this means that the planned project schedule requires constant revision. Sometimes inadequate information is submitted, which leads to further project completion delays. This affects the cash flow of a project because funding is divided into tranches and a tranche is only

released when agreed milestones have been met and deliverables submitted. To avert this, filmmakers need to reinforce their administration and accounting requirements by appointing individuals with professional administrative and bookkeeping acumen to run this side of the project. Those individuals can diarise important dates and ensure that deliverables, milestones, and reconciliations are submitted on time.

6.5 Limitations and areas for future research

The study intended to explore the causes and consequences of cost and time overruns on projects funded by KZNFC. However, other factors that impact funded film projects negatively and the performance of the P&D Unit were identified which were not fully explored. These included budget spending and budget rollovers, and the perspective of the applicants and beneficiaries on the subject under study. Another study could focus on these areas, especially approaching filmmakers as participants, as their viewpoints on this topic would be valuable. A study of this nature would contribute further to the literature on cost and time overruns within the film industry and could be of benefit to other government-funded entities.

6.6 Chapter summary

This chapter presented conclusions and recommendations of the study. The introduction of the chapter laid down the sequence of the chapter and reiterated the aims and objectives of the study. The summary of the study summarised the entire study, focusing on all aspects that were covered by the study, from chapter one to chapter five. The conclusions of the study responded to the objectives of the study, to highlight that the aims and objectives of the study were met. The implication and recommendations of the study were tailored to relevant stakeholders in the following sequence: management; project managers; policy makers; and filmmakers. In addition, this chapter articulated the limitations of the study and identified areas for future research.

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APPENDICES

Appendix A: Ethical clearance



12 October 2022

Sithembiso Promise Gigaba (220024915)
Grad School of Bus & Leadership
Westville Campus

Dear SP Gigaba,

Protocol reference number: HSSREC/00004748/2022

Project title: The causes and consequences of cost and time overrun on KwaZulu-Natal Film Commission funded projects.

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 12 September 2022 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. **PLEASE NOTE:** Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 12 October 2023.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/dd

Appendix B: Interview schedule

Research Topic: *The causes and consequences of cost and time overrun on KwaZulu*

-Natal Film Commission funded projects.

1. What is your role/ involvement within the KZNFC funded projects?
2. Tell me about what you like about your work.
3. What are the challenges you can think of that are associated with the work that you do?

Internal challenges:

External challenges:

4. What factors would you attribute to project completion delays of KZNFC funded?
5. How do these delays affect your deliverables as an individual?
6. How do project completion delays affect P&D annual performance plan outputs?
7. How prominent are projects that are completed beyond their scheduled period?
8. How often do funded projects exceed their initial funding budget?
9. How do project completion delays affect the costs associated with the projects?
10. Are there any external (social) factors that contribute to project time overrun?
11. Please elaborate on the connection between project completion delays and P&D budget rollovers.
12. Given an opportunity, what would you do to minimize project time overrun and budget rollovers within the P&D Unit?
13. How would a reduction in project time overrun improve the unit performance?

Appendix C: Gatekeeper's letter



**KZN
FILM**

16 August 2022
Mr Sithembiso Gigaba
College of Law and Management Studies
Westville Campus
UKZN
Email: 220024915@ukzn.ac.za

Dear Mr Gigaba

RE: PERMISSION TO CONDUCT RESEARCH

Gatekeeper's permission is hereby granted for you to conduct research at the KwaZulu-Natal Film Commission (KZNFC), provided Ethical clearance has been obtained. We note the title of your research project is:

"The Causes and Consequences of Cost and Time Overrun on KwaZulu – Natal Film Commission Funded Projects."

You are not authorised to utilise any KZNFC information without authorisation. Identity numbers and email addresses of individuals are not a matter of public record and are protected according to Section 14 of the South African Constitution, as well as the PAIA and POPI Act. For the release of such information over to yourself for research purposes, the KwaZulu-Natal Film Commission will need express consent from the relevant data subjects. Data collected must be treated with due confidentiality and anonymity.

Yours sincerely

Signed by Victor Senna, CEO
v.senna@kznfilm.co.za

Victor Senna
KZNFC: Acting CEO

OUR KINGDOM IS YOUR STAGE

Board members: N. Malange, J. Wili, M. Mkhabela, N. Mkhambane, L. Bening, V. Senna, L. Ngcobo, S. Zondi

KZN Film Commission • 10th floor Musgrave Towers, 115 Musgrave Road, Berea 4001, South Africa Tel: +27 31 003 9000 Email: info@kznfilm.co.za

www.kznfilm.co.za



KwaZulu-Natal Film Commission



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Appendix D: Information sheet and consent form

Information Sheet and Consent to Participate in Research

Date: 18 August 2022

Greeting

My name is Sithembiso Gigaba from the University of KwaZulu - Natal, under the College of Law and Management Studies, in the Graduate School of Business and Leadership.

You are being invited to consider participating in a study that involves research that will be conducted at the KwaZulu - Natal Film Commission, under the Production and Development unit. The aim and purpose of this research is to explore and understand the causes and consequences of cost and time overrun on KwaZulu - Natal Film Commission funded projects.

The study is expected to enroll six participants in total, from the same unit (Production and Development). It will follow the following procedures, each participant will be asked thirteen semi-structured questions, the interviews will be conducted virtually. The duration of your participation if you choose to enroll and remain in the study is expected to be twenty to thirty minutes.

The study may involve the following risks and/or discomforts, having to talk about the challenges related to your work. The study will provide no direct benefits to participants.

This study has been ethically reviewed and approved by the UKZN Humanities and Social Sciences Research Ethics Committee (approval number_____).

In the event of any problems or concerns/questions you may contact the researcher at (provide contact details) or the UKZN Humanities & Social Sciences Research Ethics Committee, contact details as follows:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION

Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557- Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

The participation in this research is voluntary participants may withdraw participation at any point, and that in the event of refusal/withdrawal of participation the participants will not be liable for anything or face any consequences as a result of withdrawal. The participants can withdraw at any time if they chose to, however, they will need to notify the researcher in writing via email.

Participants will not incur any costs as a result of participating in this study, subsequently there will be no incentives due to the participants.

The study will protect the participants anonymity, roles, and incidents in the project. During the coding and processing of data, names will be disassociated from participants responses. To further protect the participants identities, pseudonyms will be used for individuals and job titles. Once the data has been analysed and processed, it will then be disposed accordingly.

CONSENT (Edit as required)

I (Name) have been informed about the study entitled the causes and consequences of cost and time overrun on KwaZulu - Natal Film Commission funded projects by Sithembiso Gigaba.

I understand the purpose and procedures of the study.

I have been given an opportunity to answer questions about the study and have had answers to my satisfaction.

I declare that my participation in this study is entirely voluntary and that I may withdraw at any time without affecting any of the benefits that I usually am entitled to.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at: 220024915@stu.ukzn.ac.za .

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researchers then I may contact:

HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS ADMINISTRATION
Research Office, Westville Campus
Govan Mbeki Building
Private Bag X 54001
Durban
4000
KwaZulu-Natal, SOUTH AFRICA
Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

Additional consent, where applicable

I hereby provide consent to:

Audio-record my interview / focus group discussion **YES** / NO

Signature of Participant

Date

Signature of Witness
(Where applicable)

Date

Signature of Translator
(Where applicable)

Date