



*Inspiring new ways*

# Brand South Africa

## Annual Performance Plan

2021-2022

# OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Brand South Africa under the guidance of the Board of Trustees.
- Considers all the relevant policies, legislation and other mandates for which Brand South Africa is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which Brand South Africa will endeavor to achieve over the period 2021/22-2023/24.

## RECOMMENDED BY:

NO.	TITLE OF OFFICIAL	NAME OF OFFICIAL	SIGNATURE
1.	Director - Corporate Services	Dr K Kisoonduth	<i>Dr K Kisoonduth</i>
2.	Chief Financial Officer (Acting)	Mr K Seripe	
3.	Chief Executive Officer (Acting)	Ms TG Manzini	
4.	Chairperson - Audit and Risk Committee	Ms R Kalidass	
5.	Chairperson - Board of Trustees	Ms T Tobias-Pokolo	
6.	Deputy Minister in the Presidency	Ms T Siweya	

## APPROVED BY:

1.	Acting Minister in the Presidency	Ms Khumbudzo Ntshaveni
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# LIST OF ACRONYMS AND TERMS

ACRONYM	TERM	DEFINITIONS
Article 370		Article 370 of the Indian constitution gave special status to Jammu and Kashmir allowing it to have a separate constitution, a state flag and autonomy over the internal administration of the state
AfCFTA	African Continental Free Trade Area	
AOP	Annual Operating Plan	
ASEAN	Association of Southeast Asian Nations	
AR	Augmented Reality	
BRICS	Brazil, Russia, India, China, South Africa	
CEO	Chief Executive Officer	Referred to the CEO of Brand South Africa
	Collaborative activities	Initiatives with key stakeholders that promote the South African nation brand
	Constitutional awareness campaigns	Initiatives to enhance the public's knowledge of the constitution
DRC	Democratic Republic of Congo	
	Domestic perceptions	How South Africans perceive South Africa
EU	European Union	
FDI	Foreign Direct Investment	
4IR	Fourth Industrial Revolution	
GCIS	Government Communication and Information Systems	
Gini		In economics, the Gini coefficient, sometimes called Gini index, or Gini ratio, is a measure of statistical dispersion intended to represent

		the income or wealth distribution of a nation's residents and is the most commonly used measurement of inequality.
	Global perceptions	How the global community perceives South Africa
GSA	Global South Africans	
GVCs	Global Value Chains	
GDP	Gross Domestic Profit	
IoT	Internet of Things	
	Marketing campaigns	Marketing tools to (above and below the line) that drive attractiveness of the Nation Brand to audiences within South Africa i.e. Outdoor, Broadcasting (TV, Radio etc) Print (Magazines, newspapers etc), Direct Mail (catalogues etc), Telemarketing (Phone, text message) etc.
MTSF	Medium Term Strategic Framework	
M&E	Monitoring and Evaluation	
	Nation Brand alignment policy	Nation Brand alignment policy document is a document that will mandate South African institutions to align to consistent Nation Brand messaging
	Nation Brand Forum	A Nation Brand Forum is a meeting or medium where ideas and views on a particular issue can be exchanged.
	Nation Brand performance	Nation Brand performance includes several elements, specifically: investment and immigration, exports, people, culture, and heritage, governance, and tourism
NDP	National Development Plan 2030	
NSDF	National Spatial Development Framework	



	Operating model	Visual representation of how an organisation is structure to fulfill its mandate and delivers value to its internal and external customers. The operating model typically consists of structure, functions, staff count, processes and systems
	Organisational corporate identity	Corporate identity refers to the manner which a corporation, firm or business presents themselves to the public
	Organisational performance rating	Annual Performance Plan's link to the Operational plans, budgets, and the performance of an organisation and how the organisation is meeting those targets
	Policy and Procedure awareness workshops	Internal engagements used to develop knowledge and understanding on organisational policies and procedures
	Policy governance checklist	A checklist a list of items required, things to be done, or points to be considered, used as a reminder
	Reactive communication activities	Communication activities implemented in preparation for effective and efficient response to a critical issue or threat to the country's reputation
	Reference groups	Reference group includes individuals or groups that influence opinions, beliefs, attitudes and behaviors which can be utilised for marketing and positioning insight
	Retention Strategy	Policies and plans that can be used to reduce employee turnover and ensure employees are engaged and productive long-term
SMME's	Small, Medium and Micro Enterprises	

	South African global reputation (SAGP)	Study which assess the way in which the South African brand is perceived by audiences globally
SARB	South African Reserve Bank	
SONA	State of the Nation Address	
SOEs	State Owned Entities	
	Strategic platforms	Strategic platforms are key events which Brand South Africa can leverage to amplify its message
TBE	To Be Estimated	
UK	United Kingdom	
USA	United States of America	
VR	Virtual Reality	
WHO	World Health Organisation	

# FOREWORD FROM THE MINISTER AND THE DEPUTY MINISTER

Over the past 25 years, South Africa has established itself as a cohesive, non-sexist democratic society. We need to build on this image to inspire our people and attract investments.

At this time, the world is grappling with uncertainty it forges a way through the global pandemic that is COVID19. Globally we are uncertain about what the world will look like on the other side of the pandemic. What is however certain is that the country's brand will be even much stronger, and it will remain the anchor for humanity as it has always done given the challenges of the past.

As we implement the Strategic Plan, it will be important for us to make a meaningful impact in the lives of our people. It is a chance for us to play our part by drawing from our diverse sources of knowledge to inspire the kind of change we want to see for the country. The President has called on all of us to join hands and build an inclusive economy and has reaffirmed the National Development Plan (NDP) Vision 2030 as the guiding torch towards a prosperous South Africa that is free from poverty. The NDP is in itself a product of a process of consultation and participation by all sectors of our society and was adopted by a multiparty parliament before it was signed by the President.

As a country undergoing a transformation, it is critical that we find lasting solutions to address high unemployment and gender-based violence, as these take away from and disrupt energies directed at helping our nation. We have a vision for a prosperous future that requires greater efforts from all of us.

To this end, Brand South Africa must be at the forefront of raising awareness of positive interventions that are being implemented to combat socio economic challenges as well as raising awareness against forms of social ills that continue to bedevil our hard-won freedom, particularly gender-based violence. We must focus our resources in ensuring that South Africans unite in their diversity and participate actively in programmes designed to influence, shape and change attitudes that are detrimental to our success as a nation. The ethos of who we are, is what has carried our image and reputation over many decades of struggle.

There are many benefits to having a consolidated brand image, with the most important being that a consistent Brand South Africa message creates strategic advantages in terms of trade and tourism for the country in an increasingly competitive marketplace. We continue to encourage ordinary citizens at home and abroad as well as corporate citizens in actively supporting the work of Brand South Africa.

The time has come for all of us to revive the hopes and dreams enshrined in the NDP in order for the country and its people to thrive. We must remain a Brand South Africa that's capable of showcasing the potential we have as a people, and our ability to rise up to and be responsive to all challenges faced. We need to ensure that we continue to drive social cohesion, nation building, pride and patriotism.

In the coming years, Brand South Africa's role would be to continue to indirectly contribute towards the four critical NDP pillars on which it was founded, poverty alleviation, economic growth, job creation and social cohesion. The Play Your Part programme will continue to be used to promote nation brand pride and active citizenry.

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**MINISTER KHUMBUDZO NTSHAVENI**

**ACTING MINISTER IN THE PRESIDENCY**

**DATE:** \_\_\_\_\_

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**DEPUTY MINISTER THEMBI SIWEYA**

**DEPUTY MINISTER IN THE PRESIDENCY**

**DATE:** \_\_\_\_\_

# FOREWORD FROM THE CHAIRPERSON OF THE BOARD OF TRUSTEES

It brings me great pleasure to table the Brand South Africa 2021/22 Annual Performance to the Executive Authority. The current Board of Trustee was appointed on the 13 November 2019 and I can confidently state that it is now fully au fait with the intricacies of managing the Nation Brand and providing the necessary strategic direction to the entity.

Brand South Africa is not impervious to the challenges posed by the COVID-19 pandemic and increased unemployment, especially among the youth of South Africa. Low economic growth, falling contributions of primary and secondary sectors and demands from the health social development sectors have resulted in a negative ripple effect. The incidents of gender-based violence and disruptions caused by the COVID-19 pandemic, along with the measures taken to contain the spread of the virus, have strained the reputation of the country both internally and externally. Brand South Africa's agenda therefore remains imperative given the country's current socio-economic challenges and plans to counter these challenges through an aggressive investment and country promotion programme are outlined in the organisation's Annual Performance Plan 2021/22.

During the 2019/2020 financial year, the entity developed a 5-year Strategic Plan at a session which was also attended by the Deputy Minister, Ms Thembi Siweya, who provided much appreciated political direction for the next five years which will guide the organisation's strategy. This strategic planning session also included the participation of the Board as well as Senior Management. Therefore, 2021/22 Annual Performance Plan has the support and endorsement of the Board of Trustees.

The Board of Trustees commits itself to ensuring continued oversight of the organisation so that Brand South Africa remains an effective and reliable corporate citizen. The Board intends to work closely with Management to address governance challenges identified in the

2019/20 AGSA audit, and we are confident that internal control challenges will be addressed.

In response to the outbreak of COVID-19 in South Africa, and the surge in reported cases of Gender-based violence during the 2020/21 financial year, Brand South Africa developed and implemented proactive and reactive communications interventions to support Governments' efforts to curb the spread of the virus and to call for an end to Gender-Based Violence. True to our values, the organisation will continue to approach challenges with a 'can-do' attitude for the 2021/22 financial year, and we are proud of the entity's achievements to date.

On behalf of the Board of Trustees and the entire Brand South Africa team, I would like to acknowledge the role played by the late Minister Jackson Mthembu in supporting the work of the organisation and providing the necessary strategic direction. With the support of the GCIS, we thus commit to continue to build a sustainable, trustworthy, quality, and innovative organisation. I believe that if we keep these themes at the heart of how we engage with all stakeholders, we will remain worthy custodians of the Nation Brand. To continue this journey, we must hold each other accountable for delivering on our purpose and ensure that it is reflected in new initiatives and daily decisions.

A handwritten signature in black ink, appearing to read 'Thandi Tobias-Pokolo', is written over a horizontal line. To the left of the signature, the letters 'PP.' are handwritten.

MS THANDI TOBIAS-POKOLO

CHAIRPERSON OF THE BOARD OF TRUSTEES

# FOREWORD FROM THE CHIEF EXECUTIVE OFFICER

The mandate informing Brand South Africa's work is derived from the organisation's Trust Deed, which essentially anchors the organisation as an entity tasked with delivering integrated and coordinated Marketing, Communications, Reputation management solutions and interventions as it markets the South African Nation Brand locally and abroad.

Brand South Africa presents its Annual Performance Plan, for the 2021/22 financial year, during a period when the world is still battling to manage the impact of the COVID-19 pandemic. The Coronavirus pandemic has presented South Africa with an unprecedented set of challenges that have strained the country's resources, employment productivity plans as well as the country's health care infrastructure. The South African Nation Brand Reputation and the levels of social cohesion have not been spared from the negative impacts of the pandemic. The current global and domestic climate requires a more focused output from the organisation's Annual Performance Plan in order to change negative perceptions; balance the narrative about the country; as well as encourage South Africans to rally behind the Nation Brand.

As outlined in the Brand South Africa Strategic Plan 2020/21 -2024/25, the organisations' strategy is directly aligned to the National Development Plan; the Medium Term Strategic Framework (MTSF) 2019-24 as well as the priorities of the 6<sup>th</sup> Administration (within the ambit of its mandate as outlined above). In its planning, the entity considered the successes and challenges experienced in the delivery of its strategic intent in the 2020/21 financial year. Notwithstanding the sizable reduction in the entity's budget for the 2020/21 financial year; the entity was on track to meet its Programme 2 and Programme 3 targets for at the end of the third quarter. The 2020/21 financial year also allowed the organisation to adjust its execution model on a number of activities, in order to adapt to challenges imposed by the COVID-19 pandemic. These lessons will prove useful in the implementation of the 2021/22 Annual Performance Plan.

In the coming year, Brand South Africa will continue to be the authority on the Nation Brand through the development and implementation of proactive and coordinated marketing, communications, and reputation management strategies. The entity will achieve this by developing and articulating a South African Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness. This will be achieved through the following outcomes:

- i. Improved Reputation of Brand South Africa as an entity
- ii. Increased attractiveness and thereby competitiveness of the Nation Brand
- iii. Increased Nation Brand advocacy and active citizenship
- iv. Aligned Nation Brand execution and experience domestically and internationally

The above outcomes should thus translate to activities aimed at:

- enhancing the understanding of the Nation Brand performance amongst stakeholders;
- contributing towards improved Nation Brand reputation and perceptions domestically and internationally (through the Play Your Part programme and media activities);
- utilising the domestic and international platforms, to enhance the awareness of the Nation Brand identity, image and competitiveness including the value proposition of the Nation Brand;
- building cohesive approach when marketing the Nation Brand among targeted stakeholders; and
- strengthening Nation Brand advocacy domestically and amongst South Africans living abroad.

Brand South Africa's Annual Performance Plan for the period outlined in this document responds to changing domestic and international realities. The plan takes into consideration the South African identity, current socio-economic realities and key national priorities of the country.



I would like to take this opportunity to express Brand South Africa's commitment to building, through a focused implementation of this Annual Performance Plan, a socially cohesive and safe South Africa; a capable, ethical and developmental State; and a better Africa and World.

A handwritten signature in black ink, appearing to read 'Thulisile Manzini', is positioned above a horizontal line.

**MS THULISILE MANZINI**

**CHIEF EXECUTIVE OFFICER (ACTING)**

# EXECUTIVE SUMMARY

Brand South Africa's strategy is influenced by the operational environments in which it has to execute its mandate. This includes a global environment undergoing significant shifts due to (1) the 4<sup>th</sup> Industrial Revolution, information and technological advancements, (2) increased protectionism amongst competing nations resulting in a global economic slowdown and global trade system volatility, and (3) increased environmental sensitivity and awareness driving socio-political and economic discourse.

Within this global context, the South African environment is characterised by an unsustainable economic trajectory: with stagnating economic growth, rising unemployment and income inequality<sup>1</sup>.

Finally, Brand South Africa, as an entity, has faced several challenges, including unclear public perception on the role that Brand South Africa plays within the local context, as well as operational challenges due to fiscal constraints and resource limitations.

In this rapidly evolving environment, Brand South Africa must discharge its mandate of positively influencing and enhancing the perception of our Nation Brand. The strategy therefore seeks to deliver on a prosperous Nation Brand while contributing towards patriotism and social cohesion within the nation.

In delivering the Strategy, thereby creating the impact set-out, the following key responses must be pursued:

- Targeted programmes and campaigns, aligned to national priorities, that enhance our Nation Brand;
- Strengthen and shift the brand association away from previously dominant focus areas (e.g. Mining), towards more relevant focus areas (e.g. Technology, Manufacturing); and
- Ensure consistent messaging, positioning and consensus on:
  - Key elements of the Nation Brand, and
  - Brand South Africa's mandate, functions and responsibilities.

Finally, from an operational perspective, the strategic activities required include:

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<sup>1</sup> National Treasury, Towards an Economic Strategy for SA, 2019

- Research and analytically driven insights: Targeted programmes and interventions require data driven insights on resource allocation, trends, opportunities, threats and required outcomes;
- Fostering and leveraging key partnerships and alliances: Intra-governmental partners, local communities, civil society, and individual citizens are all necessary partners in delivering a consistent brand experience; and
- Brand building activities and campaigns: Campaigns based on sound insights, executed with partners for clear objectives and outcomes that enhances our Nation Brand

# PART A - OUR MANDATE

In order to drive optimal resource allocation through the various layers of State, consistency in strategic and budgetary planning is required. The relationship between the mandate, policy priorities and entities of state was considered as a key feature in the development of the Strategy.

## 1. Updates to Legislative and Policy Mandates

Brand South Africa was established in 2002 in terms of the Trust Property Control Act No. 57 of 1988 and is listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act No. 1 of 1999.

The primary object of the Trust is to develop and implement pro-active and coordinated marketing, communication, and reputation management for South Africa. The aim is to contribute towards economic growth, job-creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism, and trade through the promotion of Brand South Africa.

In line with the object of the Trust, its mandate is: To build South Africa's Nation Brand reputation to improve South Africa's global competitiveness.

The organisation achieves this through:

1. Developing and articulating a South Africa National Brand identity that will advance South Africa's long-term positive reputation and global competitiveness.
2. Build individual and institutional alignment to and support for the brand in South Africa, and pride and patriotism amongst South Africans.
3. Seek to build awareness and the image of the brand in other countries.
4. Seek the involvement and cooperation of various government departments, public entities, the private sector, the non-governmental sector, and civil society in achieving this object.

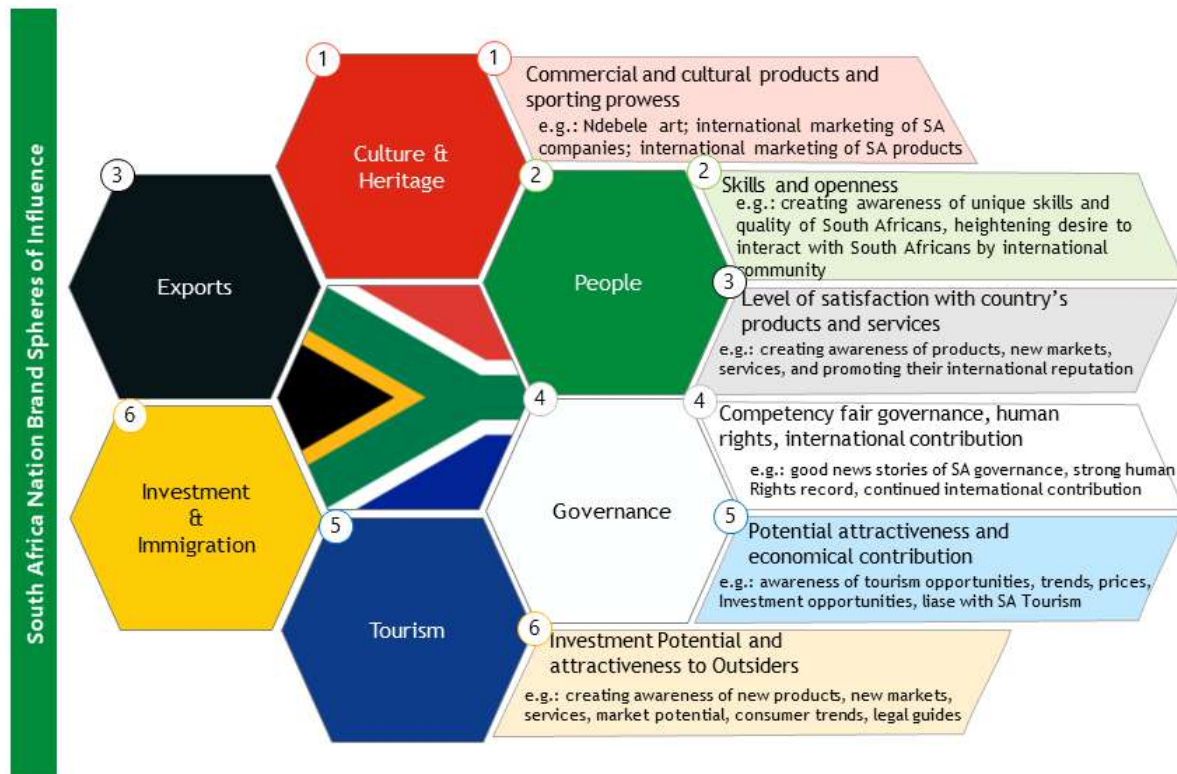


Figure 1: Nation Brand Hexagon Representing Spheres of Influence

## 1.1. Delivering the Organisations Mandate

In discharging its mandate, Brand South Africa engages in a number of strategic initiatives that elevate and enhance the Nation Brand and disseminate content around government initiatives (e.g. state visits, G20 and other global business fora, ministerial outreach programmes to name a few), key organizational programmes, and reputation management initiatives.

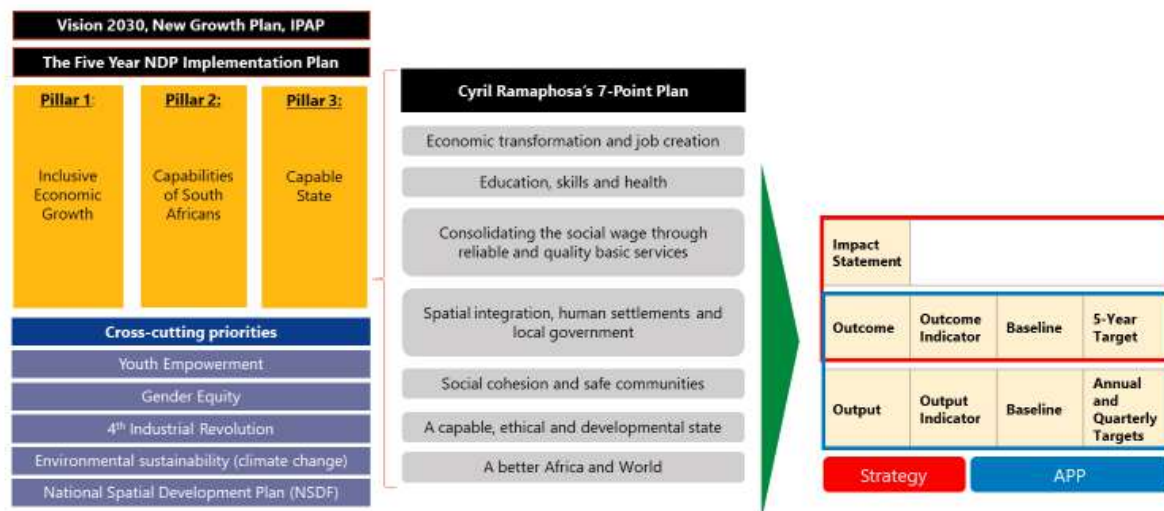
These initiatives include but are not limited to the following:

- Targeted Marketing initiatives: where Brand South Africa champions Nation/Country Brand advertising and marketing campaigns in collaboration with business and public entities for country brand positioning and reputation management.
- Nation Brand positioning: when a need arises to develop new country slogans, brand South Africa will champion the process.
- Reputation Management: To retain a consistent and an attractive image of the country.
- Promotional activities: Brand South Africa acts as an advisory support service to Municipalities and Provinces when hosting global events, or engaging in international markets, in a coordinated manner.

- Public relations and content generation including dissemination of research insights.
- Word-of-mouth through Nation Brand advocacy: Promoting Play Your Part, Global South Africans, Pride and Patriotism.
- Stakeholder Relations: Enables a coordinated collaborative opportunity in discharging the mandate domestically and internationally.
- Knowledge Hub Centre: Positioning of Brand SA as a credible champion and pioneer on Nation Brand performance insights.
- Dissemination and awareness creation of research insights in peer-reviewed academic journals.
- Awareness creation and promotion of country reputation through partnership and participation in prestigious marketing and advertising awards, e.g. Loeries, Pendering.
- Dissemination of competitive strengths through Brand South Africa's trademarked platform, the South African Competitiveness Forum (SACF)
- Brand South Africa Nation Brand Masterclass, disseminating and providing "101 basics" training about the South African nation brand
- Team SA multi-stakeholder mobilisation and reputation management programmes
- Nation Brand Forum and country brand toolkit
- Media coaching (provided by the Communications unit).
- Reputation management, proactive communication, and marketing of the nation brand with and through stakeholders through the Country Offices in the UK, USA and China as well as through shuttle missions to strategic markets from Head Office.

## 2. Updates to Institutional Policies and Strategies

As highlighted, the National Planning Framework (NPF) must align to the National Development Plan (NDP), Policy Priorities, as well as the Executive focus of the National Government, including the seven key priorities of government.



**Figure 2: Nation Planning Framework**

In driving towards strategic alignment, the five-year NDP implementation plan was considered, with a focus on the three pillars that describe the strategic priorities of the national government for the following five years, namely:

- Pillar 1: Inclusive Economic Growth
- Pillar 2: Capabilities of South Africans
- Pillar 3: Capable State

With the following themes cutting across all three pillars:

- Youth empowerment
- Gender equity
- 4<sup>th</sup> Industrial Revolution
- Environmental sustainability (climate change)
- National Spatial Development Plan (NSDF)

Furthermore, the seven key priorities for government were considered and are as follows:

- Economic transformation and job creation
- Education, skills, and health
- Consolidating the social wage through reliable and quality basic services
- Spatial integration, human settlements, and Local Government
- Social cohesion and safe communities
- A capable, ethical, and developmental State
- A better Africa and World

Positioning the Nation Brand is central to the competitiveness and attractiveness of the Nation Brand, thereby clearly defining the role Brand South Africa has in assisting in the achievement of the national priorities.

### **3. Updates to Relevant Court Rulings**

There were no court rulings that impacted Brand South Africa's strategic context.



# PART B - OUR STRATEGIC FOCUS

## 1. Positioning of Brand South Africa

The reality is that Nation Branding is about managing country brands, be it tourism, investments, or both. Brand South Africa is positioned to be a Nation Brand's marketing agency given a mandate to manage its reputation.

## 2. Purpose

Arising from its mandate, Brand South Africa exists to build South Africa's Nation brand in order to:

- Build investor confidence and contribute to the attraction of, global investors and tourists, and South African goods and services
- Enhance South Africa's stature in the community of nations
- Create and disseminate messages that effectively tell the South African story and positively promote the country
- Inspire pride, patriotism, social cohesion, nation building and positive change in South Africa.
- Inspire loyalty and advocacy in expatriate South Africans
- Counter negative messages and impressions of the country
- Showcase achievements of the NDP
- Assist various government and private sector entities in aligning their communications strategies to country messaging.
- Leverage on strategic global events to bring the brand story to life and build brand moments.
- Brand SA provides regular training to outgoing Heads of Missions and Diplomats in support of DIRCO's diplomatic academy training.
- The UK & USA offices have an ongoing collaboration with missions in those markets.

Brand SA has over the past 2 years collaborated with and provided support to the following missions through the following activities:

- China (Nation Brand management programme & Global South African programme)
- Australia - Global South African programme
- Germany - Nation Brand management programme & Global South African programme
- Japan - Nation Brand management programme for the G20 meeting

- Brazil - Nation Brand management programme for the BRICS summit
- Qatar - Nation Brand management programme & Global South African programme
- Switzerland - Nation Brand management programme as part of WEF Davos programme
- Ghana - Nation Brand management programme
- France - Nation Brand management programme & Global South African program

### 3. Roles and Responsibilities of Brand South Africa

In discharging its mandate Brand South Africa will elevate its role and responsibilities to ensure maximum visibility and participation by providing strategic leadership regarding the following areas of the Nation/Country Brand:

- Articulation of the value proposition for the country.
- Provide strategic support for South African missions abroad, outgoing, and incoming delegations.
- Integrated marketing and communications programmes on key strategic platforms branding engagements.

### 4. The South African Story (Value Proposition)

- South Africa is a country that inspires its people and the world.
- Inspiring new paths and new solutions.
- Inspiring new possibilities and new experiences.
- Inspiring new ideas and the will to make them happen.
- A brave country, forging ahead by breaking new ground and inspiring new ways.

### 5. Reasons to Believe

Some few achievements that placed the country on a world stage

- South Africa's international relations and its global leadership have consolidated its image as a stable democracy founded on racial and cultural diversity.
- South Africa has played an active role in transforming the Organisation of African Unity (OAU) into the Africa Union (AU). The AU is an effective continental body that seeks to generate new forms of cooperation between Africa and the world. As an incoming chair of the AU in 2020, South Africa will champion the aspirations of the AU's agenda 2063. Key to this, is the movement of goods, services, capital and means of production across the continent.

- South Africa supports the role of the Secretary General of the United Nations as a key player in addressing challenges and finding solutions to aid in the peace, security, and stability of the world as whole.
- South Africa is a dynamic partner within the 14-member Southern African Development Community (SADC). The country plays a role in supplying energy, relief aid, transport, communications, and outward investment.
- South Africa is the only African country to be a member of BRICS Forum, an independent international organisation encouraging commercial, political, and cultural cooperation between the BRICS nations, was formed in 2011 between Brazil, Russia, India, China and South Africa.
- South Africa is committed to keeping Africa and the South Africa on the G8 agenda.
- UNICEF South Africa's CEO Network, a group of more than 25 corporate partners from the South African private sector, was announced as a winner at the global UNICEF Inspire Awards on 17 June 2020.

## 6. Investment and Tourism

- South Africa ranks 13th out of 190 countries for protection of minority investors<sup>3</sup>.
- Invest SA, an initiative by the Department of Trade and Industry, provides a single platform to support investors entering the market.
- Travel and tourism contributed 7% to the total economy, a total of R354.9 billion to GDP and approximately 9.1% of total employment in 2019<sup>4</sup>.
- Affordable - In South Africa, you can even afford luxury and have spending money for shopping and other treats.
- Natural beauty - South Africa's scenic wonders are legendary. From Table Mountain to God's Window, the mountains, forests, coasts, and deserts will sooth your soul and delight you.
- World-class facilities - You will find it easy to get around, find a comfortable place to stay and have a great meal.
- Adventure - South Africa is the adventure capital of the world. With over 130 adventures, there is something for everyone from mountain walks to shark-cage diving.

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<sup>2</sup> <https://www.unicef.org/southafrica/stories/unicef-south-africas-ceo-network-wins-2020-inspire-award>

<sup>3</sup> <https://www.doingbusiness.org/en/data/exploreeconomies/south-africa>

<sup>4</sup> <https://wtcc.org/Research/Economic-Impact> (Report on South Africa)

- Good weather - In sunny South Africa with a great weather, you can enjoy the outdoors, play golf year-round and take advantage of the nearly 3 000 km coastline.

## 7. Governance

- South Africa ranked second out of 102 countries for our transparent state governance system.
- South Africa is positioned at 70 out of 180 countries, according to the 2019 Corruption Perceptions Index reported by Transparency International.
- South Africa ranks first, alongside New Zealand, out of 117 countries for budget transparency, in the 2019 Open Budget Index<sup>5</sup>.

The above are just snapshots that substantiate the value proposition of the Nation Brand.

## 8. Competitive Environment

### 8.1. Competitors

Brand South Africa's vision is to be a Nation Brand that inspires its people and is admired globally. To achieve this vision, Brand South Africa must be able to implement a more targeted approach when promoting the country brand internationally. Due to the competitiveness of the international landscape and with many countries approaching the same investment, tourist, and international interest. This is in terms of their ability to offer similar investment options or operate within the same resourcing framework.

The immediate set of competitors include the emerging market economies who are actively seeking to engage with the same set of constituencies that Brand South Africa is targeting. A second set of countries include those on the continent that are perceived to be growing and managing their reputations and intrinsic at similar levels to South Africa as tracked through the various studies.

Many other African countries have been aggressive in the nation-branding space with notable mentions being Rwanda, Ghana, Nigeria, Botswana, Kenya, Egypt, Ethiopia, Morocco, Mauritius, Madagascar, Namibia, and Zimbabwe. Whilst some have performed very well others still experience challenges and Brand South Africa is keeping a close eye on performance of these Nation Brands. Most of these country brand organisations have a

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<sup>5</sup> <https://www.cnbc africa.com/news/2020/05/04/sa-takes-first-place-in-2019-open-budget-index-survey/>

country brand/nation brand agency responsible for the promotion of their value propositions.

To achieve the targeted rankings in the branding and competitiveness indices, any nation that is ranked above, or closely behind South Africa in the relevant indices also becomes a competitor. Relevant indices in reputation and competitiveness especially if it is a country from the developing economies.

## 8.2. Brand South Africa Target Markets

The Global Markets unit is responsible for implementing Brand South Africa's mandate by delivering on the organisation's strategic objectives internationally. The Unit's strategy is aligned to the core mandate of the organisation, namely: reputation management through proactive and coordinated communication and marketing of the nation brand with and through stakeholders.

Currently, Brand South Africa implements its strategic objectives in China, USA and the UK through satellite offices based in these three markets. Other strategic markets are identified and targeted from Head Office, based on insights gleaned from research as well as partnership opportunities identified and/or requested with key stakeholders from government, business and/or civil society.

*Figure 3: Brand South Africa's global position*

### 8.2.1. Global Markets Head Office Unit

In addition to the three country offices, the Global Markets Head Office unit covers strategic markets identified as key to country reputation management in a shuttle mission approach, identifying markets to target on an annual basis. The selection of markets is primarily driven by research insights (SA Inc. & International Investor Perceptions Research) as well as opportunities for partnership with key stakeholders such as the DTIC, DIRCO, business chambers, to name a few. The latter is an important consideration given the need for cost-containment, as partnerships allow for cost-savings as partners all contribute to the successful implementation of activities. To date, Brand South Africa has focused on communicating the value proposition of the Nation Brand through its Global Markets Unit to BRIC countries, the USA, the UK, China, Africa, Europe, the Middle East and Australia.

In fact, as highlighted in the 2020-2025 Strategy, due to constrained resources, it is crucial to develop and leverage partnerships, with embassies, consulates, MNCs, development agencies, NGO's intercountry programmes and other international bodies that may share

common interests. The Global Markets unit, through its Country Offices as well as from Head Office, therefore, strives to develop mutually beneficial partnership with these stakeholders in the execution of its mandate.

The offices are operated by a Country Head, with Head Office providing administrative, budgetary, and operational support. The Offices' operations are coordinated by a dedicated Global Markets Unit based at Head Office.

### 8.2.2. *Market Prioritisation of Stakeholder Departments*

Brand South Africa's focus will be largely aligned to the market prioritisation of stakeholder departments; particularly DIRCO; the Department of Trade and Industry (DTI); Tourism; Department of Science and Innovation; and the Department of Sports, Arts and Culture. In this regard, there will be strong focus and priority placed on engagement with target countries on the Continent, key traditional markets, other emerging markets, and BRICS member countries. These will be reviewed on the three-year intervals to assess the impact.

	South Africa and Middle East	UK and Americas	Asia and Australasia	Europe
Continental & Middle East	Angola Kenya Nigeria Zambia South Africa DRC Ghana Ethiopia UAE Senegal Rwanda			
BRICS		Brazil	China (incl. Hong Kong)	Russia

	South Africa and Middle East	UK and Americas	Asia Australasia and	Europe
			India	
Other Emerging			Republic of Korea Malaysia Singapore Australia New Zealand	
Traditional		USA	Japan	France Germany UK

## 9. Situational Analysis

The situational analysis considered both the external and internal environments providing context for developing the strategy of the organisation.

The SWOT analysis, highlighted below, provides a summary of this context.

Strengths
<ul style="list-style-type: none"> <li>• Industry recognition for award-winning marketing campaigns (Loeries; Pendoring)</li> <li>• Industry recognition &amp; awards for research methodologies (Domestic perceptions research behaviour group research won two awards at 2018 Southern African Market Research Association conference).</li> <li>• Brand South Africa has a dedicated, highly qualified, and passionate staff with high levels of engagement, as well as proficiency in the niche field of nation brand management.</li> <li>• Brand South Africa Awareness and cohesion is at peak levels. (from a baseline of 15% in 2014/15, improving steadily over the years to 38% in 2017, 39% in 2018 and reaching 49% in 2019).</li> <li>• South Africa Country logo and positioning “Inspiring New Ways” is at peak levels (61% in 2019)</li> <li>• Play Your Part Programme’s public awareness is at peak levels (from a baseline of 19% in 2014/15 to 46% in 2019).</li> <li>• Diverse staff in terms of gender and race.</li> <li>• Brand South Africa has developed strong stakeholder relationships and partnerships within a wide range of sectors (incl. trade; tourism, academia and civil society)</li> </ul>
Weaknesses
<p><b>Short-term Priorities</b></p> <ul style="list-style-type: none"> <li>• Continued lack of clear understanding of the distinction between Brand South Africa, SAT and Proudly SA in the eyes of ordinary citizens.</li> <li>• Negative media publicity</li> <li>• Permanent leadership vacuum/ vacancies.</li> <li>• Staff anxiety about job security.</li> <li>• Diminished internal cohesion exacerbated by lockdown restrictions.</li> </ul> <p><b>Medium-to Long-term Priorities</b></p> <ul style="list-style-type: none"> <li>• Suboptimal administrative processes.</li> <li>• Employment disputes and civil matters.</li> <li>• Private sector erosion of Brand South Africa’s mandate of being custodian of the Nation Brand.</li> </ul>

**Figure 4: SWOT Analysis (Strengths and Weaknesses)**



Threats	
<b>Short-term Priorities</b> <ul style="list-style-type: none"> <li>• COVID-19 impact on South Africa's socio-economic system.</li> <li>• Negative public discourse - poor governance, corruption, GBV.</li> <li>• Racism, xenophobia, GBV and other social ills that have a negative impact on the Nation Brand.</li> </ul>	<b>Medium-to Long-term Priorities</b> <ul style="list-style-type: none"> <li>• Global geopolitical dynamics.</li> <li>• Increasing competition between countries for limited inflows of investment, tourism, etc.</li> <li>• Lack of cohesion between stakeholders.</li> </ul>
Opportunities	
<b>Short-term Priorities</b> <ul style="list-style-type: none"> <li>• Shifting global perceptions of African countries to becoming more positive. Brand South Africa is central to supporting the government's African agenda, which is based on the common purpose to promote economic growth and sustainable development, not just for South Africa, but also for the continent.</li> <li>• People, sporting prowess and culture continue to be the country's great assets. Here too, Brand South Africa is able to not only provide research insights on these reputational strengths, but also proactively market and communicate these to a wide audience domestically and internationally.</li> <li>• Digital platforms and technologies offer access to wider audiences. In fact, in light of the COVID-19 pandemic and the resultant restrictions on travel and real-life events in several countries across the globe, Brand South Africa has redesigned its strategy and reinterpreted this restriction as an opportunity to implement activities that enable the entity to target several markets with a series of well-crafted engagements. In so doing, the reach and impact of such activities are expanded as we are able to target not only one key market (as would be the case with a working visit to implement an in-market activity), but several strategic markets in order to promote the South African Nation Brand internationally.</li> <li>• Reviving the Nation Brand identity through impactful marketing initiatives in a post COVID-19 environment that has affected all global Nation Brands. As the country's reputation management agency, Brand South Africa is uniquely positioned to manage and package the country's image and reputation as a competitive and attractive nation brand and destination for business, investment, study, and/or travel. This is particularly relevant in light of an increasingly competitive and volatile post-COVID market.</li> </ul>	<b>Medium-to Long-term Priorities</b> <ul style="list-style-type: none"> <li>• South Africa has a unique position as an African nation, with strong links to the AU; G20; OECD and BRICS. Brand South Africa plays a central role in providing research insights on, as well as communicating and marketing South Africa's contribution to global governance both internally with and through government stakeholders, as well as externally with and through business and civil society stakeholders.</li> <li>• The Nation Brand has strong rankings on protection of investors; budget transparency; financial institutions; press freedom; judicial independence; international peace and security; science &amp; technology and contribution to world order as attested by several globally recognised indices on country competitiveness and attractiveness (e.g. WEF Global Competitiveness Index, Ibrahim Index of African Governance, UNDP Human Development Index, Nation Brand Index, Good Country Index). Brand South Africa tracks a wide variety of indices, reputation indicator studies, and commissioned research to monitor the Nation Brand's competitiveness and reputation standings. The insights on the strengths, challenges and opportunities for the enhancement of the Nation Brand's reputation both at home and abroad is shared and ultimately widely by key government departments, from Presidency ,to the DTIC to business stakeholders.</li> <li>• Further geographic expansion of presence for sustained Nation Brand interventions in key markets.</li> </ul>

Figure 5: SWOT Analysis (Threats and Opportunities)

## 9.1. External Environment Analysis

Brand South Africa's operating environment is broad, including but not limited to areas of economics and trade, politics, tourism, demographics, and socio-cultural matters. The next five years may precipitate change both internationally and locally as current trends mature.



Figure 6: External Analysis

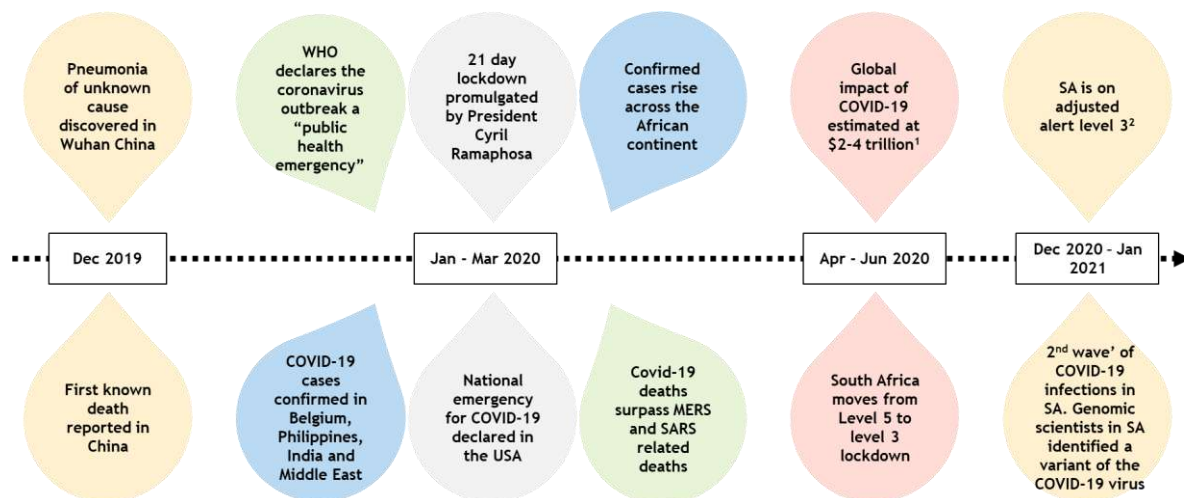
### 9.1.1. Macro-Trends: Global

Several challenges and opportunities exist in the present operating environment. To create awareness and respond to these various macro-trends, Brand South Africa works in an integrated manner. There are key initiatives within Programme 3 that create an enabling environment, and through other organs of state and governing bodies by developing strategic partnerships with public sector; business and/or civil society stakeholders to promote the South African Nation Brand domestically and internationally. The Programme holds Nation Brand Forums/SACF and training to ensure nation brand alignment.

#### 9.1.1.1. Global Coronavirus Pandemic

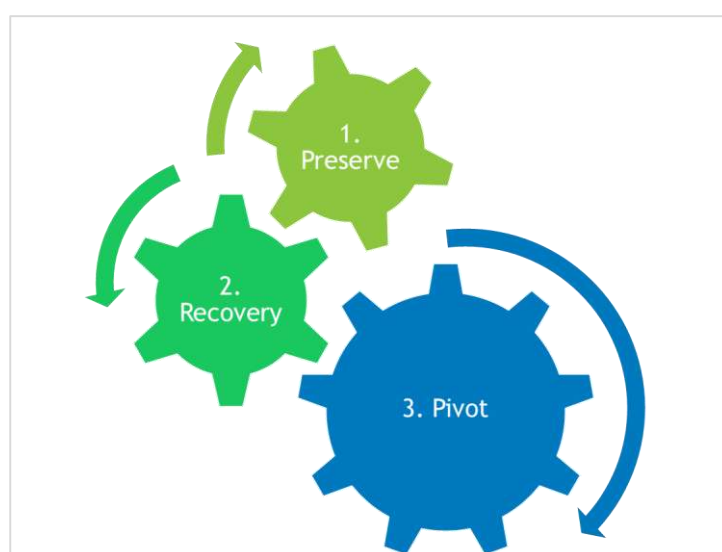
Towards the end of December 2019, Chinese officials informed the World Health Organisation (WHO) of pneumonia cases occurring in Wuhan City of an unknown origin. Within a few days, health officials in China identified a new coronavirus which was spreading and instituted stringent quarantine measures across the city to mitigate the spread of the virus due to how easily the virus could be transmitted from human to human. Border control measures were applied in most countries, and "social distancing" became the new normal to curb the spread of the virus. This all-halted world trade and travel directly impacting the tourism industry and global supply chains, which became evident as shortages in key medical supplies and equipment were observed.

This creates conditions for a converging crisis due to the adverse impact on health, economic status (real economic and financial market crises), and, lastly, a societal crisis of universal proportions with stark consequences. Additionally, several countries instituted a form of “lockdown” to limit human interaction and movement, which promoted the use of digital mediums of communications to continue economic activity where possible.



**Figure 7: Global Pandemic Timeline**

The South African government addressed economic interventions that the state will undertake to mitigate the impact of both COVID-19, and the lockdown, on all sections of South African society. One such intervention is the economic recovery plan. It is structured in three phases as outlined below. Details regarding these and related policy interventions outline the need for social partners to rally together to recover from a range of converging crises. In broad terms the recovery plan has three phases.



**Figure 8: Three Phase Recovery Plan**

Phase 1: Preserve	<ul style="list-style-type: none"> <li>• Immediate interventions aimed at supporting initial interventions to support the economy.</li> </ul>
Phase 2: Recovery	<ul style="list-style-type: none"> <li>• A range of economic, social interventions aimed at protecting jobs, incomes, and providing support to vulnerable individuals and communities.</li> <li>• Extensive support to SMME's and small-scale business.</li> <li>• A range of support measures to enable companies to preserve jobs.</li> </ul>
Phase 3: Pivot	<ul style="list-style-type: none"> <li>• Specific tax- and other incentives aimed at decreasing the burden on business and enable business survival.</li> </ul>

In addition to this recovery plan, the South African government adopted a Risk-Adjusted Approach to manage the local spread of the coronavirus. The limiting of human interaction was a primary goal as this would “flatten the curve” by reducing the number of new infections. Testing results suggest that the strategy has been successful; however, it also significantly impacted the South African economy, which already had low growth and high unemployment challenges prior to the outbreak. National Treasury has indicated that the economy may contract by as much as 16% and that total employment could decrease by 50% should there be a long recovery from the pandemic and associated lockdown. Current political discourse indicates the possibility of financial support from institutions like the International Monetary Fund (IMF) to supplement budget shortfalls which may indicate the severity of the current economic situation.

		Lockdown Level				
Criteria		Level 5	Level 4	Level 3	Level 2	Level 1
Freedom of Movement	Air Travel	Not Allowed	Not Allowed	Limited	Limited	Allowed
	Movement for non-essential purposes	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Allowed
	Travel Between Provinces/ Districts	Restricted	Restricted	Restricted	Limited	Allowed
	Movement during Curfew Hours (20:00-05:00)	Not Allowed	Not Allowed	Limited	Limited	Allowed
	Social Gatherings	Not Allowed	Not Allowed	Limited	Limited	Limited
Business Operations	Opening of Non-essential Business	Not Allowed	Restricted	Limited	Limited	Allowed
	Conferences and Conventions	Not Allowed	Not Allowed	Not Allowed	Not Allowed	Not Allowed
Government	Non-essential Staff at Work	Not Allowed	Not Allowed	Limited	Limited	Allowed

Key: ■ Not Allowed ■ Restricted ■ Limited ■ Allowed

It must be further noted that Level 1 lockdown does not mean a return to pre-COVID normal, some rules and regulations may still apply at Level 1

Figure 9: South Africa Lockdown Matrix

### 9.1.1.2. Population & Demographic shifts

The figure below demonstrates the population of the world's continents from 1950 to 2020.

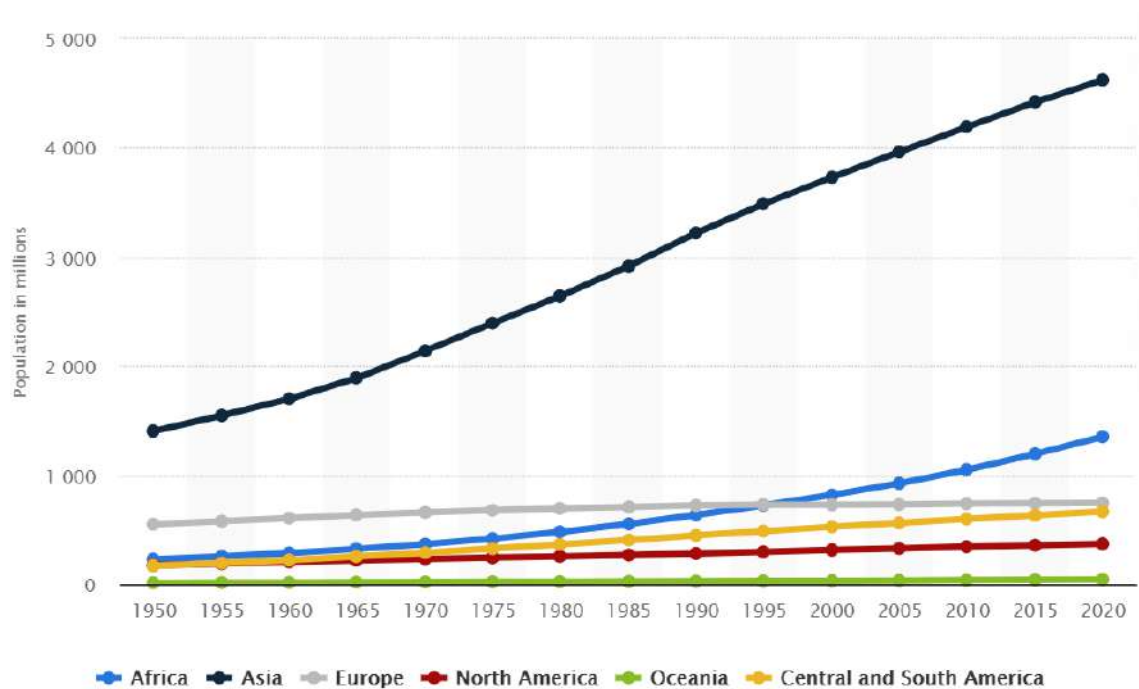


Figure 10: Population Growth; Source: Statista, 2020

Table 1: Population by Region, 2020

Region	Population in millions, 2020
Africa	1 352.6
Asia	4 623.5
Europe	743.4
North America	369.2
Oceania	42.4
Central and South America	664.5

The UN predicts the global population to be 8.5 Billion by 2030 (UN, Population 2030 report, 2015<sup>6</sup>) with demographic shifts favouring African nations (particularly Nigeria, Ethiopia, and Tanzania) by 2050. At present, however, important markets are the United States, the European Union, and the East, particularly China, Japan, India etc.

Brand South Africa observes that the less developed continents of Asia and Africa grew at a much faster rate than the more developed continents of Europe and Oceania. Until 1995, the population of Europe was always larger than that of Africa. However, over the recent years Africa's population is over 0.6 billion people more than Europe's; indicating that Africa's population has almost doubled in 25 years.

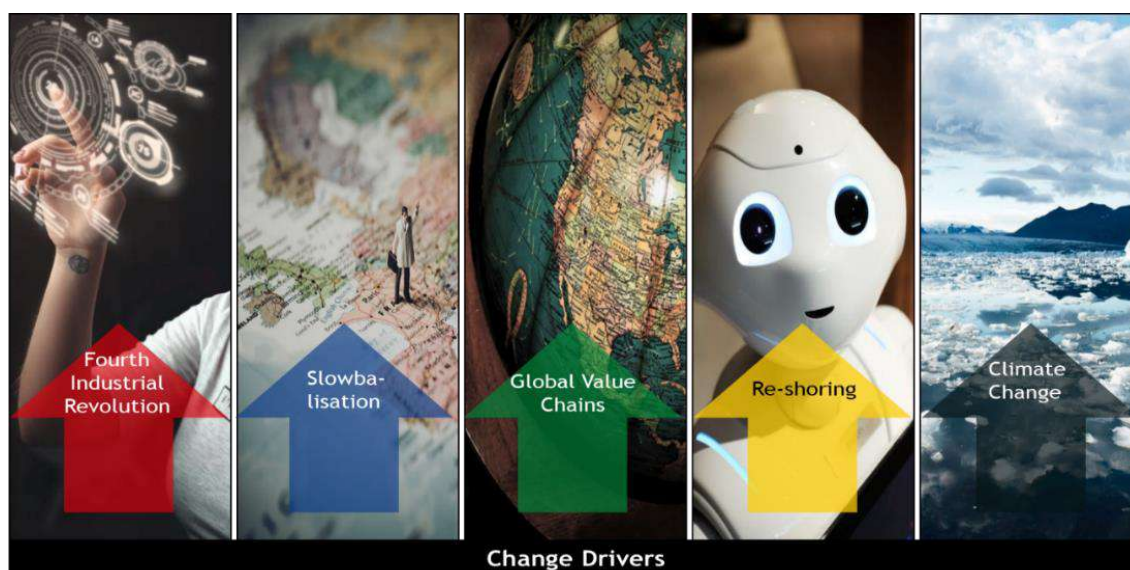
In addition, over the next five years, it may be crucial to focus resources on the ASEAN region as it proves lucrative in terms of financial inflows (trade, investment, foreign aid) to South Africa and in terms of a large consumer market with rapidly growing disposable incomes for tourism and investment.

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<sup>6</sup> <https://www.un.org/en/sections/issues-depth/population/>



### 9.1.1.3. Economic Trends



*Figure 11: Economic and Technological Change Drivers*

The South African economy is expected to shrink significantly in 2020, due to the Covid-19 pandemic. Containment measures are set to slash household and capital spending, while depressed foreign demand will suppress the external sector. Particularly, the weak fiscal accounts and elevated government debt levels, threaten the sovereign's credit rating. Additionally, an incline in unemployment rate from 27.1% in 2018 to 28.7% in 2019 poses further risks to the economy. Focus Economics panellists view the economy to shrink by 7.7% in 2020 and expanding 3.3% in 2021<sup>7</sup>.

“Slowbalisation”, the slowdown in globalisation as an economic and social trend has been identified by the Economist. This is shown through falling trade numbers as a portion of global GDP, falling global profits for multinationals and FDI levels dropping from 3.5% in 2007 to 1.3% in 2018. This phenomenon is likely a residual effect from the Global Financial Crisis in 2008, as well as radical policy shifts in the USA regarding the US-China trade war, as well as increasingly isolationist policy manifestations in so-called advanced markets. Additionally, South Africa is adversely impacted by the 15.1% decrease in FDI inflows in South Africa 2019, however the global flows of FDI is under severe pressure this year as a result of the COVID-19 pandemic<sup>8</sup>.

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<sup>7</sup> Focus Economics: South Africa Economic Outlook

<sup>8</sup> <https://santandertrade.com/en/portal/establish-overseas/south-africa/foreign-investment>

Slowbalisation may be a result of another trend: “Reshoring” Manufacturing economies like Germany and Japan are moving their production out of value chains in developing countries back to their home countries through robotic and automation improvements, to production lines in-country. This is a threat to South Africa’s competitiveness and Nation Brand, where countries like Germany and Japan have production lines (e.g. the auto-industry) invested in South Africa. It is important to adapt to the expectations of these countries in order to maintain their business interests.

4<sup>th</sup> Industrial revolution technologies, facilitated by an increase in centrally stored information, connected through telecommunication networks, are driving the advances behind this trend. Elements such A.I, IoT, machine learning, predictive analytics, automation, and improvements to robots have allowed new forms of production and new methods of creating value. This has caused major disruption to long-established industries, from media and manufacturing to tourism and finance.

Finally, an important and international factor that is impacting socio-political, economic, and technological shifts is the continued global impact of climate change. It is predicted that in 2025, average global temperatures will have increased by 2 degrees exacerbating extreme weather conditions and raising costs from natural disasters. This will create changed behaviours of consumers and create further economic costs impacting tourism levels.

The rapidly shifting global dynamics will impact South Africa. Positioning of our Nation Brand requires a clear movement away from industries and sectors where strong current perceptions may negatively influence the Brand. This includes industries such as Mining & Quarrying, Fossil Fuels and so on - industries where socio-political discourse has been turned against due to environmental and other concerns.

#### **9.1.1.4. *Tourism Trends***

The Covid-19 pandemic has been affecting South Africa’s economy since March 2020, with the tourism sector being among the hardest hit. Tourism must be leveraged in the near future to grow the South African economy. South Africa Tourism (SAT) has determined growth targets for the sector aiming to attract 21-million foreign arrivals by 2030 and 4.3 million domestic holiday trips by 2030<sup>9</sup>. In order to acquire a responsive change in the tourism industry, it is imperative to address some immediate challenges the country faces.

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<sup>9</sup> Mail and Guardian Report: Tourism must be leveraged to grow South Africa’s economy by Sisa Ntshona, the chief executive of South African Tourism, March 2020



Some of these challenges include energy and water supply, which affect tourists as well as operators, some of whom may be SMME's without the infrastructure to maintain supply. Another one challenge, which affects tourists and citizens alike, is concern for personal safety and security. Brand South Africa believes that the important benefit of addressing these challenges is to build and protect the reputation of our country as a place where people should spend their money visiting, hosting conferences and even aspiring to live in.

In many ways these trends can be generalised to other sectors. These include:










- 1  The rise of solo travel which may necessitate customising special products and packages to appeal to customers who travel alone in Brand South Africa's campaigns;
- 2  Eco travel emphasises developing products that reflect consumers changing tastes towards ethical and sustainable tourism options;
- 3  Local experiences are desired by tourists who want authenticity and unique experiences, fuelled by the rise of Youtube and Instagram;
- 4  Marketing trends have become more personalised due to social media, ads and online data, consumers expect more personalisation in how they choose their travel destinations, accommodation and activities this requires marketers to be aware of and master the technologies that influence this behaviour;
- 5  Bleisure travel is becoming more prevalent where business trips are combined with sightseeing requiring business amenities to be widely and cheaply available along with tourism opportunities;
- 6  Robots, chatbots, AI, IoT and automation are becoming mainstays of tourism allowing 24/7 engagement for bookings, queries and assistance to customers;
- 7  Recognition Technology means that airports, hotel security and national security procedures are becoming increasingly sophisticated, this may improve tourists' experiences at the borders through shorter queues;
- 8  Virtual and Augmented Reality (AR) may allow tourists to 'experience' or 'visit' a destination online before visiting which may be a powerful marketing technique, moreover, AR technologies popularised by the Pokemon Go app, may allow tourists to get engaging information about a place they are visiting through AR signage with historical details and other information accessible through an app;
- 9  And, healthy and organic food trends mean that consumers are expecting a higher quality of food and decisions around food availability may influence their decisions to travel to certain destinations.

Figure 12: Tourism Trends

#### 9.1.1.5. Global Political Environment

At present the global environment is becoming increasingly uncertain as trade wars between the USA, China and the European Union (EU) make the economic environment precarious, particularly for South Africa that supplies related markets with commodities.<sup>10</sup> Underlying the tariff war is a growing geopolitical conflict with global security implications. In the EU, Brexit has already and will continue to impact economic and political conditions in the region, while a failure to broker a deal with the EU may cause significant damage to the UK economy.<sup>11</sup> This stands to impact South Africa as the UK remains a major investor in South Africa.

<sup>10</sup> <https://www.theguardian.com/us-news/2019/aug/23/trump-china-economic-war-why-reasons>

<sup>11</sup> <https://www.bbc.com/news/49465298>

*Table 2: FDI Inflows by Country, SARB, Quarterly Bulletin June 2019*

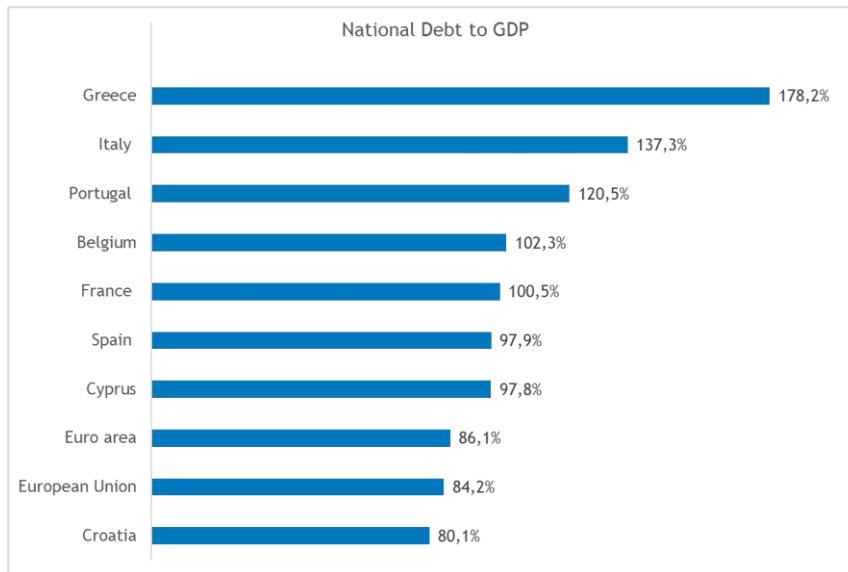
Key Investing Countries	2017, in %
UK	27.0
The Netherlands	18.0
Belgium	14.8
United States	6.7
Germany	4.9
China	4.7
Japan	3.8
Australia	3.6
Luxembourg	2.7
Mauritius	1.1
Switzerland	1.1

Germany, another European major investor in South Africa, has recently also showed signs of a significant economic slowdown.<sup>12</sup> This bodes poorly for the EU as Germany is one of its major powerhouse economies. Other European countries are experiencing rising debt to GDP levels in the region which may be further areas of risk to the EU.<sup>13</sup> This may mean worsening economic conditions in a key market which may impact levels of demand for goods, services and tourism in South Africa.

The figure below demonstrates the National debt in EU countries (top 10) in the 3rd quarter 2019 in relation to GDP.

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<sup>12</sup> <https://www.bloomberg.com/news/articles/2019-07-24/germany-s-factories-go-from-bad-to-worse-as-economy-treads-water>



**Figure 13: European Union Debt to GDP Ratio; Source Statista, 2020**

In the East, China's relative slow-down, and increased tensions in the South China Sea link to spreading global insecurity and major power rivalry, threatening the uneasy peace that has existed in the region until present. Japan and South Korea relations have been strained with intensifying trade wars and a recent end to a security deal that would have established intelligence sharing between the two countries.<sup>14</sup> Hong Kong protests against Chinese political interference suggest China's increased desire to consolidate its power in the region.<sup>15</sup> Tensions between nuclear powers India and Pakistan have worsened, and the revision of Article 370 has seen India take control of the hotly contested Kashmir region.<sup>16</sup>

The Global and regional security environment is characterized by ongoing destructive proxy conflicts in regions destabilized by decades of ongoing external interventions particularly in the Middle East: Syria, Iraq, Yemen, Afghanistan, Somalia, Libya.<sup>17</sup> Further afield in South America, recent political developments in Venezuela regarding the recognition of the government has implications for the South African foreign policy position, especially in the context of the country's non-permanent seat on the United Nations Security Council.<sup>18</sup> The

<sup>14</sup> <https://edition.cnn.com/2019/08/23/asia/japan-south-korea-intl-hnk/index.html>

<sup>15</sup> <https://www.newyorker.com/magazine/2019/09/02/chinas-hong-kong-dilemma>

<sup>16</sup> <https://www.bbc.com/news/world-asia-india-49261322>

<sup>17</sup> <https://www.usip.org/press/2019/02/middle-east-turmoil-and-transition>

<sup>18</sup> <https://www.gov.za/speeches/south-africa-reaffirms-support-inclusive-political-dialogue-venezuela-un-security-council>; <https://www.aljazeera.com/ajimpact/state-venezuelan-displacement-starvation-multiply-190819211122417.html>

US withdrawal from the Iran Nuclear deal adds renewed uncertainty in terms of geopolitical frictions in the region.

The African Continental Free Trade Agreement (AfCFTA) entered into force on 30 May 2019 for the 24 countries that had deposited their instruments of ratification.<sup>19</sup> This will likely be a big boost to South African exports as it finds new markets for its products. This is an important consideration for Brand South Africa. Other positive developments in the African region are a pickup in average growth rates at 3.6% in 2019, with that number expected to grow.<sup>20</sup> However, depending on the sector of interest, it is key for Brand South Africa to consider levels of disposable income to identify markets of interest both globally and regionally as disposable income may be a stronger indicator for investment and tourism flows. Economic diversity and complementarity might be a better indicator for trade flows.

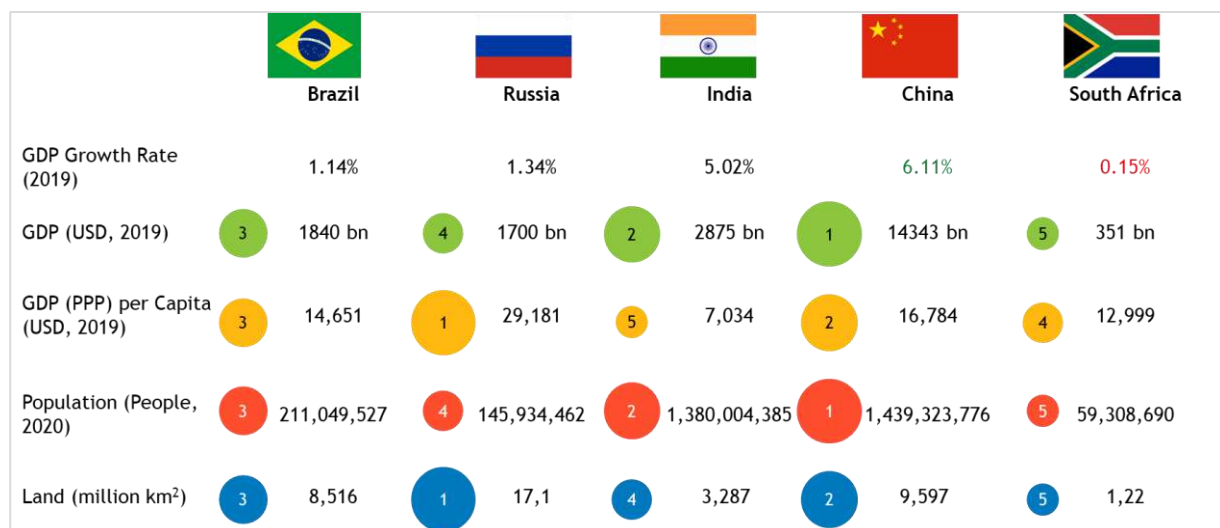


Figure 14: BRICS country comparison, source: National Treasury

It is clear from the analysis that there is a need to not only focus on the big markets of USA and Europe, but to work together with other African Nations to develop Africa. Furthermore, South Africa's BRICS membership remains a critical strategic platform due to growing global recognition of the BRICS as emerging institution of global governance. This contributes positively towards South Africa's reputation as constructive force in multilateral affairs. South Africa also needs to counter the perception of South Africa not being truly African, and market its competitive advantages in congruence with Africa. Finally, South Africa's inclusion as a member of BRICS provides a platform to foster closer ties with China, India, Brazil, and Russia. This has also allowed South Africa a greater role in global governance

<sup>19</sup> <https://www.tralac.org/resources/our-resources/6730-continental-free-trade-area-cfta.html>

<sup>20</sup> <https://www.worldbank.org/en/region/afr/overview>

and development. South Africa is in a truly unique position of opportunity, with longstanding ties to the USA, the EU, access to Asia and South America through its BRICS position and its inherent African identity to manoeuvre in this increasingly complex environment.

### **9.1.2. *South Africa, Local Trends, and Considerations***

With all the complexity in the international environment, it is important to consider whether South Africa is internally capacitated to respond to these challenges. The past few months have shown poor economic performance with the economy falling into a technical recession. The three prominent international rating agencies, namely Moody's, Fitch, and Standard & Poor, have rated the country's sovereign debt at below investment grade.

The figure below indicates the slowing of GDP growth and the stagnation of GDP per capita. Unemployment continues to grow, currently at 30.1% from 29% in 2019. Youth unemployment sits at 59% a rise from 56% in 2019, a rate that is amongst the highest in the world. Moreover, in 2014, South Africa had the highest level of inequality amongst 74 countries according to World Bank Gini Index estimates. According to StatsSA Living Conditions Survey 2014/15, poverty levels sit at 49.2% of the adult population.

Economic transformation in terms of B-BBEE and poverty alleviation is enabled by strong and consistent economic growth. Thus, economic growth is a high priority outcome that has achieved consistent focus in terms of the NDP, although performance has been lacking due various local and international factors. The debt to GDP ratio of the country has grown significantly over the past decade as underperforming SOEs have placed an increasing burden on the fiscus. SOEs play a critical role in advancing the agenda of a developmental state - like South Africa. To this end, an improved reputation (and governance) of South African SOEs stand to have a major positive impact on the over-all reputation of the Nation Brand.

To address and respond to these trends Brand South Africa's Programme 2 has developed various interventions by implementing global reputation studies, activities that reach various geographic regions and that illustrates the attractiveness of the Nation Brand to international audiences. Programme 2 also has initiatives to drive the PYP programmes and support individual PYP ambassadors; and promotes constitutional awareness.

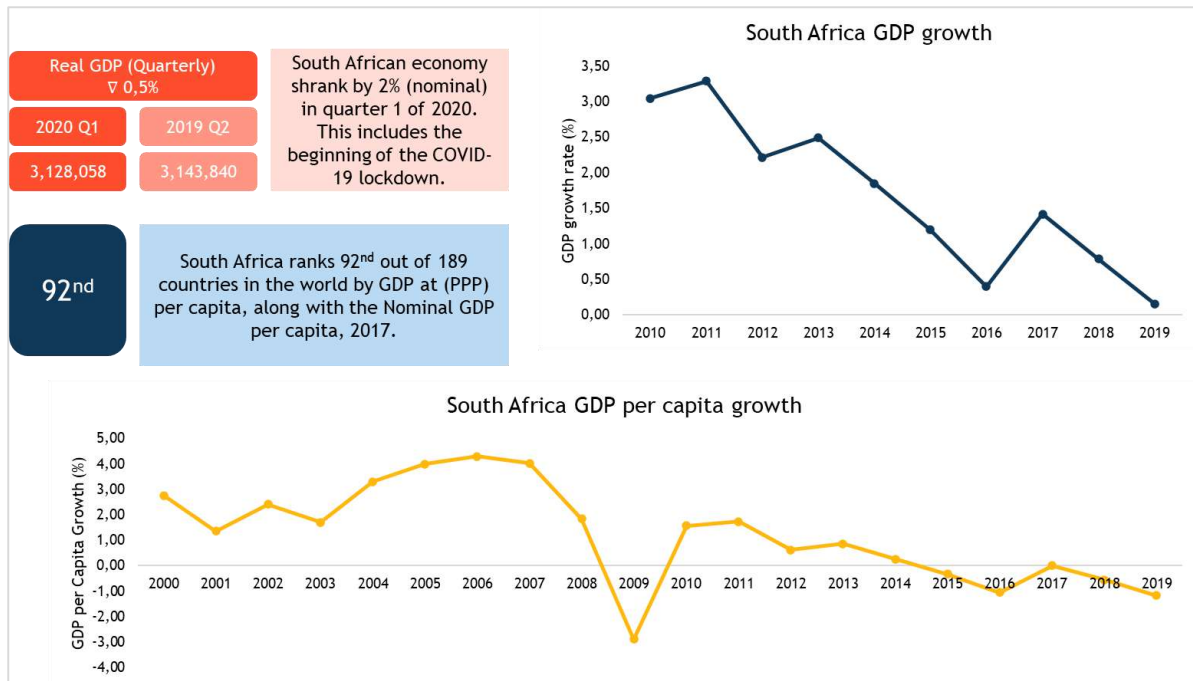


Figure 15: South Africa's GDP Analysis; Source: World Bank Data, Moody's Analytics and Worldometer

The public discourse around these challenges has become increasingly polarised. South Africans are losing their trust in government: perceptions of compromised governance, particularly highlighted by the Commission of Inquiry into State Capture, the Gauteng mental health crisis, the North West province uprising against Premier, and ongoing investigations into maladministration and corruption. The policy discussion on land redistribution, particularly on land expropriation without compensation, has led to uncertainty.

## 9.2. Internal Environment Analysis

Brand South Africa is a marketing agency of South Africa's Nation Brand, reporting to the Presidency with GCIS as the Entity Oversight, established in 2002 in terms of the Trust Property Control Act No. 57 of 1988 and is listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act No. 1 of 1999. Brand South Africa focuses on managing South Africa's Nation Brand to improve the country's global attractiveness and competitiveness, and to build patriotism amongst South Africans aligned to the Nation Brand.



The figure below speaks to the overarching concerns of Brand South Africa internally.

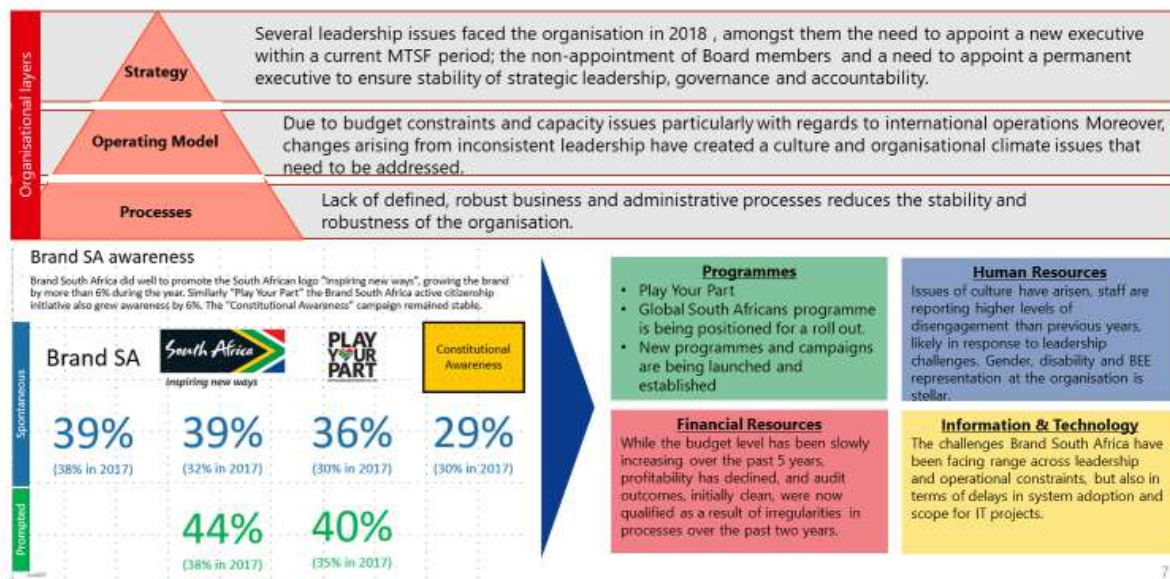


Figure 16: Internal Analysis

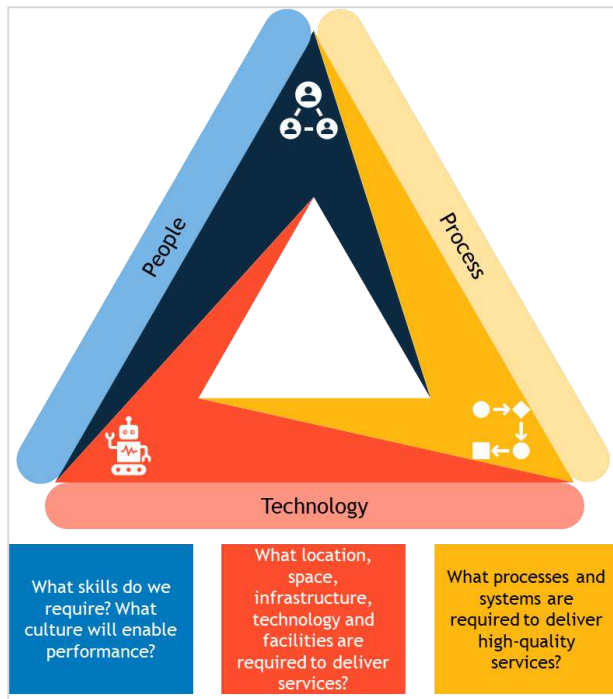
The next 5 years of research will explore the following:

- Relook the measures of impact based on the new strategic direction e.g. what would be the key measures of attractiveness.
- Measure huge South African, highly brandable and memorable moments so that whenever they happen, we are a step ahead in capitalising on them.
- How the world sees South Africa (grouping of brand associations by key strategic markets).
- How South Africans sees themselves (grouping of brand associations).
- Implement more benchmarking analysis that will unpack the competitiveness, reputation of countries and define the sectors and factors which are drivers of improved reputation. This will enable a continued comparison of the Nation Brand's value proposition in terms of relevance over time.
- Monitor the reputation of South Africa in the continent.
- Measure the stakeholder equity of Brand South Africa as well as the vision of the entity.

### 9.2.1. Leadership

A full and functioning Board of Trustees has also been appointed and is active in its duties with its term ending in FY2022/23. All Executive positions have been capacitated with appoints made by the delegated authority.

### 9.2.2. Operating Model (People, Process, Technology)



**Figure 17: Operating Model Visualisation**

Brand South Africa’s operating model comprises of three components: People, Process and Technology, which determine the organisation’s capacity to action its business processes thereby achieving the Strategy. Strong, well-defined business processes create a well-functioning organisation.

Brand South Africa’s status of the compliance with the BBBEE Act:

The entity has complied with the national target of BEE procurement to designated suppliers.

## People

With respect to the status of Brand South Africa in responding to interventions relating to women, youth, and persons with disabilities:

Brand South Africa has prioritised the empowerment of women and the youth through targeted developmental opportunities. Vacant posts are advertised on the website of the Disabled People's Association of SA to increase the possibility of recruiting disabled persons.

The Talent Engagement Survey is run conducted every two years so that the findings of the survey can be implemented in in the following year. The findings of the 2019/2020 Talent Engagement Survey have been implemented in the FY 2020/21. Issues being addressed include the level of staff engagement and internal communication which impact upon staff



morale. The next Talent Engagement Survey will be run in FY 2021/22 to confirm the effectiveness of the initiatives implemented by Human Capital Management.

### ***Process***

Brand South Africa aims to improve upon their governance with robust and effective processes. In doing so, and in response to the impact of Covid-19 the organisation has embarked on the route of digitisation. In line with containing costs, majority of the processes are being automated (i.e. meeting and conferences); as well as using electronic media for internal process. This sequentially leads to the organisation becoming more auditable.

### ***Technology and Systems***

Technology requirements are primarily to resolve issues with systems changes. Furthermore, to facilitate the delivery of the organisation's mandate particularly in the overseas operations, issues with opening bank accounts and business registration issues must be resolved. The impact of Covid-19 resulted in a new work dynamic which is implemented as per the Reviewed IT strategy. Brand South Africa employees experience an expeditious adaptation of IT mechanisms to conduct business as usual which resulted from a higher dependency on IT. The review of the IT strategy entailed analysing methods to revamping IT support and to ensure business recovery to restore systems if fails, as well as to manage planned and unplanned maintenance on IT systems.

#### **9.2.3. Organisational Structure**

The current structure is planned for review as per the performance framework to position Brand South Africa strategically and competitively as a Reputation Management Agency. The submitted bids are undergoing evaluation and it is expected to be appointed by the beginning of FY2021/22.

As described in Figure 19 below, the organisational structure is formed by the Board of Trustees who make up the audit leg/non-executive tier of Brand South Africa, steering the Monitoring & Evaluation (M&E) activities of the organisation. Thereafter, the executive is made up of the CEO and Managers who carry out strategic activities. The Brand South Africa CEO reports to the Board of Trustees. The Heads of Marketing, Finance, Corporate Services and Governance, Legal and the Secretariat report to the CEO. Line management and Operations make up the majority of the organisation.

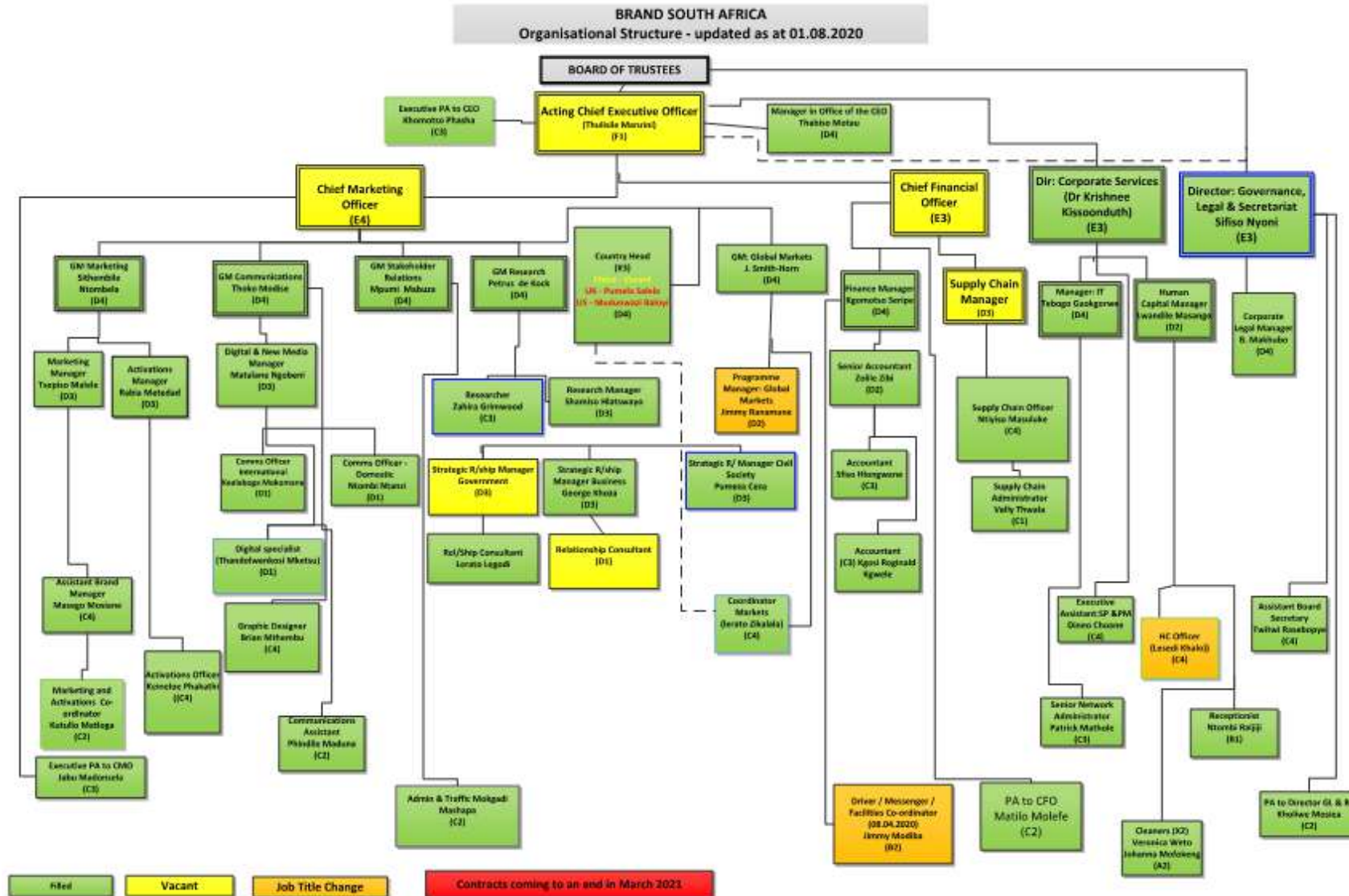


Figure 18: Brand South Africa organogram

## 9.2.4. Funding and Resource Allocation

### Finance

In real terms (inflation adjusted, 2016 base) the budget has declined by approximately 6,39% from FY2017/18 to FY2021/22. This decline is seen in nominal terms (unadjusted) by approximately 4,24%. In real terms, Brand South Africa's financial position demonstrates an improvement. The total revenue to total expenses provides an indication of profitability.

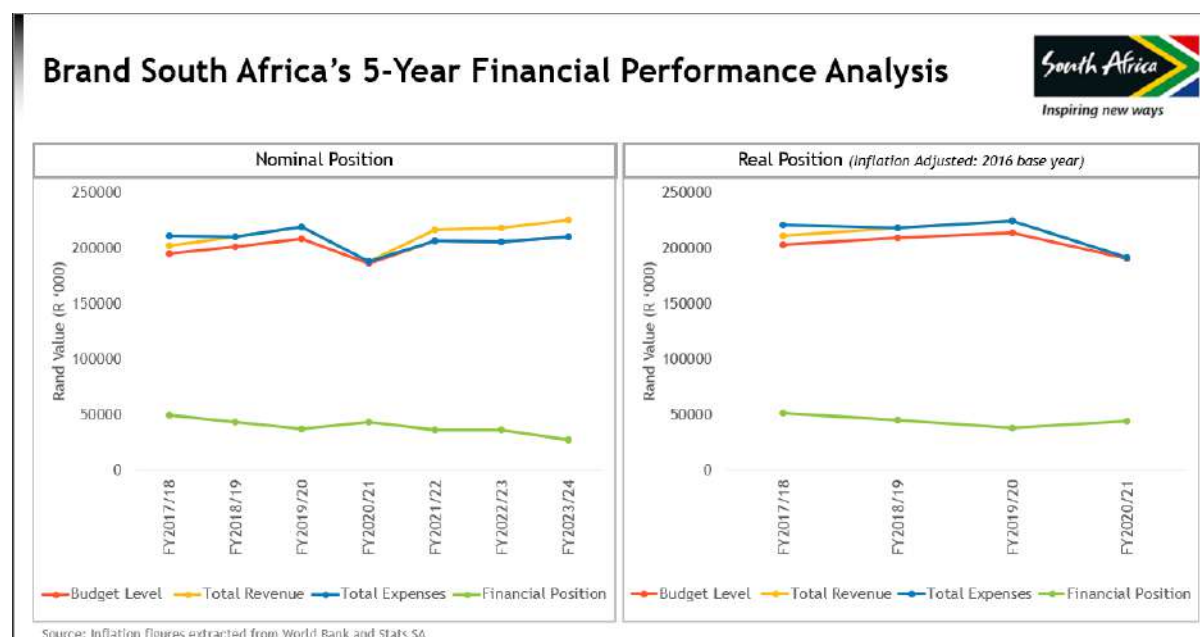


Figure 19: Financial Performance

### Audit Outcomes

Brand South Africa received an Unqualified Audit Opinion on the Audit of the 2019/2020 financial year by Auditor General.

### Resource Allocation

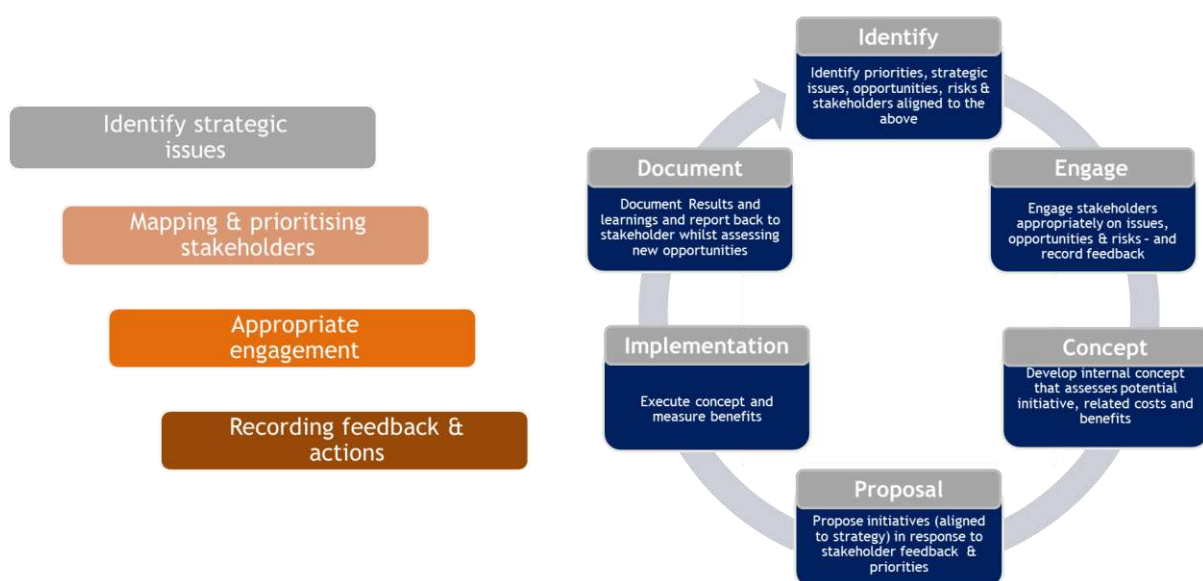
Key strategic considerations for the organisation moving forward are:



**Figure 20: Nation Brand Considerations**

A Stakeholder Engagement Framework is crucial. Brand South Africa must build capacity to appropriately identifying markets and competitors, and stakeholders. Of particular interests are groups or organisations that have an interest and or influence in the performance of the Nation Brand, who can contribute in the form of knowledge, support or funding, and can be impacted on or be affected by Brand South Africa’s work or outcomes.

Moreover, these important nodes must be managed and engaged appropriately according to the requirements of developing the Nation Brand.



**Figure 21: Stakeholder Engagement Framework**

Stakeholders must be prioritised according to Brand South Africa's Organisational Strategy, Organisational Needs, the APP, and current partnership status. Moreover, the impact that these engagements have must be measured.

Messaging and communications with these stakeholders and potential new markets must be a key consideration. The Nation Brand must be internally and externally aligned in order to regain and build trust. New methodologies of communication must be developed and implemented on digital platforms for strategic reputation management and communications vs events driven content. This includes streamlined content plans for digital platforms to manage the image and the reputation of organisation and country messaging. Tone, adaptability, and significance must be carefully considered.

It is key to prioritise diversification of media partnerships to target potential and key business markets (seamless integration with Country Offices). Moreover, the media must be engaged more closely to unify messaging that may improve country reputation and influence South Africans locally and abroad to rally behind the Nation Brand, thereby shifting stubborn negative mind-sets and stimulating potential investment, study and tourism opportunities.

Finally, Brand South Africa's current programmes must be expanded and continue to improve in excellence, as follows:

- Promote Play Your Part programme
- Promote Play Your Part ambassador programme
- Gain buy in on Masterclass and toolkit
- Promote CEOs Knows campaign
- Promote Awareness of Inspiring New Ways by profiling "Made in SA" good stories
- Promote Awareness of Brand South Africa
- Attain increased credibility in the marketing industry

# PART C - MEASURING OUR PERFORMANCE

## 1. Institutional Programme Performance Information

### 1.1. Programme 1: Administration

Purpose: This programme provides strategic leadership, management, and support services to the core business functions of Brand South Africa and is overall responsible for ensuring sound governance, high performance and optimal utilisation of available capital and resources

The table below outlines the Outcomes, Outputs, Performance Indicators and Targets

Table 3: Programme 1: Outcomes and Outputs

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
1.1. Improved Reputation of Brand South Africa as an entity	1.1.1. Unqualified audit opinion outcome obtained	1.1.1.1. An unqualified audit outcome obtained annually	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	1.2.1. Payments made to suppliers within 30 days	1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice	New indicator	New indicator	New indicator	100%	100%	100%	100%
	1.3.1. Spend on B-BBEE designated group suppliers (i.e., youth, women, disability, black people)	1.3.1.1. Percentage spend on B-BBEE designated group suppliers	New indicator	New indicator	New indicator	30%	30%	30%	30%

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	1.4.1. Vacancy rate	1.4.1.1. Percentage of vacancy	New indicator	New indicator	New indicator	10%	10%	10%	10%
	1.5.1. Organisational performance	1.5.1.1. Percentage overall organisational performance rating	100% overall organisational performance rating	97% overall organisational performance rating	90% overall organisational performance rating	91%	92%	93%	94%
	1.6.1. Legal compliance	1.6.1.1. Legally compliant	New indicator	New indicator	New indicator	Yes	Yes	Yes	Yes



			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	1.7.1.  System availability at the DR Site	1.7.1.1. Percentage system availability at the DR Site, with planned downtime	New indicator	New indicator	New indicator	98%	98%	98%	98%

The table below outlines the Indicators, Annual and Quarterly Targets for the FY21/22

*Table 4: Programme 1: Indicators and Targets*

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
1.1.1.1. An unqualified audit outcome obtained annually	An unqualified audit outcome	N/A	N/A	N/A	An unqualified audit outcome

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100%	100%	100%	100%	100%
1.3.1.1. Percentage spend on B-BBEE designated group suppliers	30%	30%	30%	30%	30%
1.4.1.1. Percentage of vacancy	10%	10%	10%	10%	10%
1.5.1.1. Percentage overall organisational performance rating	92%	92%	92%	92%	92%
1.6.1.1. Legally compliant	Yes	Yes	Yes	Yes	Yes
1.7.1.1. Percentage system availability at the DR Site, with planned downtime	98%	98%	98%	98%	98%

### **1.1.1. *Explanation of Planned Performance Over the Medium-Term Period***

Programme 1 is focussed on the internal/administrative function. Outputs developed within programme 1 are aimed at driving the organisation internally to support the whole organisation to effectively deliver on its mandate, which is to market the Nation Brand of South Africa domestically and internationally. The only outcome of Programme 1 is to Improve the reputation of Brand South Africa as an entity. In essence, the programme aims to improve its enablement functions to the point that it increases the way in which internal and external stakeholders perceive the organisation, which is the outcome indicator. As each individual output (and its targets) are met, this will improve the perception of Brand South Africa as an entity, since outputs focus on individual components of the Administrative function. Should the outcome of “improved reputation of Brand South Africa as an entity” be achieved, it will effectively be supporting the business to achieve the other outcomes, and thus directly and indirectly contribute to achieving the desired impact of “A prosperous Nation Brand”.

#### ***Unpacking the rationale for particular indicator(s):***

- The **percentage of valid payments made to suppliers within 30 days** from the date of receipt of an invoice is a major focus area due to liquidity, the quality of services rendered and to drive economic activity. The objective is to improve compliance by, paying the suppliers within 30-days to 7-days, and to set best practice and excellence in the industry and in South Africa at large.
- The purpose of **reporting on cost containment within Brand South Africa** is to institutionalise a proactive initiative to manage Brand South Africa's financial constraints and to employ cost saving mechanisms as well as monitor adherence to budgeting.
- Brand South Africa is tracking the **overall organisational performance rating** to set the industry best practice for performance in the current realities of Covid-19. Each department is to develop creative solutions to meet performance. With a gradual increase each year, Brand South Africa is targeting a 100% overall organisational performance rating, in the long-term.

The new work dynamic due to the impact of Covid-19, i.e. working from home to ensure “social-distancing”, has resulted in the review current IT strategy. There is greater dependency on IT to operate online for the next 2 years, approximately. Brand South Africa employees experience

an expeditious adaptation of IT mechanisms to conduct business as usual. The review of the Strategy entails analysing methods to revamping IT support and to ensure business recovery, i.e. to restore systems if fail, within four hours. Additionally, to manage planned verses unplanned maintenance on IT systems.

### **Programme Recourse Considerations**

Programme	Budget Allocation for Programmes
Programme 1: Administration	R104,284,000

The main objective of the programme 1 is to provide human resource support and to be an enabler to Programme 2 and 3. The funding for this programme is R104,284,000 geared towards the support for employee cost, capital expenditure and general expenditure.

Expenditure for Programme 1: Administration in 2021/22 is expected to maintain the expenditure to provide Human Resource, Information Technology to Programme 2 and Programme 3.

### **1.1.2. Updated Key Risks**

*Table 5: Programme 1: Strategic Risk Register*

Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	1	Programme 1: Administration	
Improved Reputation of Brand South Africa as an entity	1,1	Delayed approval of Policies by the Board	Close monitoring of Board processes and escalating as required
	1,2	Diversity of opinions within public discourse	

Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	1,3	Tainted brand advocates who may detract from the Nation Brand	Unique value mechanism to influence perceptions of stakeholders locally and globally by leveraging behavioural science proposition
	1,4	Further budgetary cuts by National Treasury	Cost containment strategy and plan to be implemented

The table below outlines the Root Causes, the Consequence, the Current Controls, and the Ranking of the Strategic Risks that are included for the FY21/22, due to the impact of the Covid-19 and budgetary reduction by the Treasury.

Table 6: Programme 1: Recently included Strategic Risks

Strategic Outcome	#	Risk Description	Root Cause	Consequence (i.e., Effect)	Current Control	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
	1	Programme 1: Administration						
Improved Reputation of Brand South Africa as an entity	1,1	Delayed approval of Policies by the Board	Processes in the relevant sub-committees Governance gaps Board requesting clarity for the policies (specific sections/content)	AG Audit finding result Internal Audit findings result	Policies are to be conducted through a virtual workshop, prior to obtaining Board approval to expedite the process of approval of previously developed policies	4	4	16
	1,4	Further budgetary cuts by Treasury	Current COVID-19 situation and contracting economy	Awaiting feedback from Treasury	APP Output indicators updated	4	3	12

See Annexure A for risk framework describing the probability ranking and impact ranking, where risk ranking probability is the product of both.

## 1.2. Programme 2: Brand, Marketing and Reputation Management

Purpose: This programme seeks to develop and articulate a nation brand identity that will advance South Africa's long-term positive reputation and global competitiveness. This includes a focus to research and monitor sentiment and performance of the Nation Brand; to analyse trends and provide insights to inform decision making and communication; and then to both proactively and reactively communicate the country's value proposition, values and highlight progress being made.

The table below outlines the Outcomes, Outputs, Performance Indicators and Targets

*Table 7: Programme 2: Outcomes and Outputs*

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
2.1. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1.1. Marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	2.1.1.1. Number of marketing campaigns	New indicator	New indicator	New indicator	4x	4x	4x	4x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.2. Marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	2.1.2.1. Number of marketing campaigns	New indicator	New indicator	New indicator	4x	4x	4x	4x
	2.1.3. Integrated Nation Brand reputation programmes implemented for strategic platforms domestically	2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically	New indicator	New indicator	New indicator	3x	3x	3x	3x



			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.4. Integrated Nation Brand reputation programmes implemented for strategic platforms internationally	2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally	New indicator	New indicator	New indicator	3x	3x	3x	3x
	2.1.5. Domestic perceptions research study	2.1.5.1. Number of domestic perceptions research study	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	1x	1x	1x	1x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.6. Nation Brand performance monitoring	2.1.6.1. Number of Nation Brand performance monitoring analysis pieces	x12	x12	x12	15x	15x	15x	15x
	2.1.7. South African global reputation study	2.1.7.1. South African global reputation study activities implemented	New indicator	New indicator	New indicator	South African Global Reputation Study conducted, 4x quarterly studies delivered per annum	4x	4x	4x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.8. Research reference groups conducted	2.1.8.1. Number of research reference groups conducted	New indicator	New indicator	New indicator	4x	4x	3x	3x
	2.1.9. Reputation Management strategy	2.1.9.1. Reputation Management strategy implemented	New indicator	New indicator	New indicator	N/A	Yes	Yes	Yes

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.10. Communication pieces	2.1.10.1. Number of communication pieces	16x positive communication pieces published	34x positive communication pieces published	100x positive communication pieces published <sup>21</sup>	60x	60x	60x	60x
	2.1.11. Thought leadership pieces	2.1.11.1. Number of thought leadership pieces				8x	8x	8x	8x
	2.1.12. Webinars	2.1.12.1. Number of webinars				4x	4x	4x	4x

<sup>21</sup> Audited/Actual Performance from 2017/18 to 2019/20, the targets were grouped under the output indicator: Increase in positive tonality for BSA generated coverage from previous 2-year average baseline. This entailed communication pieces, thought leadership pieces and webinars.

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.1.12. Content pieces published emanating from media tours and engagements	2.1.12.1. Number of content pieces published emanating from media tours and engagements	New indicator	New indicator	New indicator	11x	11x	11x	11x
	2.1.13. Nation Brand messaging through increased user engagement on Brand South Africa's digital platforms	2.1.13.1. Number of content pieces posted	New indicator	New indicator	New indicator	96 content pieces posted on website. 150 content pieces posted on PYP social media platforms (FB & Twitter)	150 posts on PYP social media platforms (FB & Twitter) 96 pieces of positive	200 posts on PYP social media platforms (FB & Twitter) 130 pieces of positive	250 posts on PYP social media platform (FB & Twitter) 150 pieces of positive

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
							content posted on Brand SA website	content posted on Brand SA website	content posted on Brand SA website
2.2. Increased Nation Brand advocacy and active citizenship	2.2.1. Play Your Part activities reaching the provinces	2.2.1.1. Number of implemented Play Your Part activities reaching the provinces	33x	9x	9x	9x	9x	9x	9x
	2.2.2. PYP ambassador engagements supported	2.2.2.1. Number of PYP ambassador engagements supported	New indicator	New indicator	60	60	80	60	60

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	2.2.3. Constitutional awareness campaigns	2.2.3.1. Number of constitutional awareness campaigns	New indicator	New indicator	New indicator	4x	4x	4x	4x
	2.2.4. Constitutional awareness activations	2.2.4.1. Number of constitutional awareness activations	New indicator	11x	10x	10x	10x	10x	10x
	2.2.5. Implementation of Global South Africans activities in key markets	2.2.5.1. Number of Global South Africans activities implemented in key markets	13x activities implemented in partnership with Global South Africans	18x GSA activations	17x Brand SA-led GSA activations	17x	17x	17x	17x

The table below outlines the Indicators, Annual and Quarterly Targets for the FY21/22

*Table 8: Programme 2: Indicators and Targets*

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
2.1.1.1. Number of marketing campaigns	4x	1x	1x	1x	1x
2.1.2.1. Number of marketing campaigns	4x	1x	1x	1x	1x
2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically	3x	N/A	1x	1x	1x
2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally	3x	N/A	1x	1x	1x



OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
2.1.5.1. Number of domestic perceptions research study	1x	N/A	N/A	N/A	1x
2.1.6.1. Number of Nation brand performance monitoring analysis pieces	15x	2x	5x	5x	3x
2.1.7.1. South African global reputation study activities implemented	South African Global Reputation Study conducted, 4x quarterly studies delivered per annum	1x	1x	1x	1x
2.1.8.1. Number of research reference groups conducted	4x	1x	1x	1x	1x
2.1.9.1. Reputation Management strategy implemented	Yes	Yes	Yes	Yes	Yes

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
2.1.10.1. Number of communication pieces	60x	15x	15x	15x	15x
2.1.11.1. Number of thought leadership pieces	8x	2x	2x	2x	2x
2.1.12.1. Number of webinars	4x	1x	1x	1x	1x
2.1.12.1. Number of content pieces published emanating from media tours and engagements	11x	3x	3x	3x	2x
2.1.13.1. Number of content pieces posted	96 content pieces posted on website  150 content pieces posted on PYP social media platforms (FB & Twitter)	36x on website  45x on social media	36x on website  45x on social media	12x on website  30x on social media	12x on website  30x on social media

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
2.2.1.1. Number of implemented Play Your Part activities reaching the provinces	9x	2x	3x	2x	2x
2.2.2.1. Number of PYP ambassador engagements supported	80	20x	20x	20x	20x
2.2.3.1. Number of constitutional awareness campaigns	4x	1x	1x	1x	1x
2.2.4.1. Number of constitutional awareness activations	10x	2x	3x	2x	3x
2.2.5.1. Number of Global South Africans activities implemented in key markets	17x	4x	5x	4x	4x

### **1.2.1. *Explanation of Planned Performance Over the Medium-Term Period***

Programme 2 is Brand, Marketing and Reputation Management, and is one of the core functions of Brand South Africa. There are two outcomes for Programme 2. The first outcome is “increased attractiveness and thereby competitiveness of the Nation Brand”. The outputs within this outcome are focussed around promoting understanding of the Nation Brand, which is the outcome indicator. Key thematic areas for outputs consist of showcasing the Nation Brand domestically and internationally, improving brand reputation and research leading to brand positioning. These outputs all directly and collectively contribute to the outcome “increasing attractiveness and thereby competitiveness of the Nation Brand” This, in turn contributes directly to achieving impact “A prosperous Nation Brand”.

The second outcome of Programme 2 is “Increased Nation Brand Advocacy and Active Citizenship”. The outputs within this outcome focus on domestic and international activities aimed at promoting pride and patriotism and promoting constitutional awareness (intrinsic in this is active citizenship). The outputs leverage the Play Your Part Programme, the Global South Africans Programme, the awareness of which are outcome indicators as well as using constitutional awareness to improve the active citizenship index (also an outcome indicator). All of these together directly contribute to achieving the impact “A patriotic and socially cohesive nation”, a key mandate of Brand South Africa, and which has key links to the NDP, MTSF and SONA priorities.

#### ***Unpacking the rationale for particular indicator(s):***

- Brand South Africa will take the initiative to deploy virtual **marketing campaigns that illustrate the attractiveness of the Nation Brand** to both, domestic and international audiences.
- An adjustment to the target is made for the number of **integrated reputation & communication activities implemented for strategic platforms domestically and internationally**, due to the impact of the Covid-19. To set a standard and to be a responsible entity, the marketing department of Brand South Africa, decided to not conduct large scale events that require many people to be in contact with each other. Additionally, these strategic activities have external dependencies hence impacting the occurrence of the activities. The events are aimed to be rolled out over virtual platforms or through planned hybrid solutions. The strategic platforms have been identified as the ideal platforms for positioning the country. Examples of these platforms are World Economic Forum, Mining Indaba, BRICS, AU

Summit, etc. The focus is on Brand visibility, participation, and promotion of Brand South Africa. Generally, Brand South Africa participates on these platforms to drive Brand South Africa's narrative, and will continue, by the best possible method. Hence, these platforms need to be available for Brand South Africa to respond to; part-take and engage in, as they are external to Brand South Africa.

- The understanding for the adjustment with the **South African global reputation study activities** is that it should be conducted via a hybrid solution and with various stakeholder engagements. Also, the tender process, due to the current environmental situation, seems unviable; hence, an approach for the global reputation analysis report is to be framed and planned and set into the AOP. **Reference groups** are observed as important in attaining input for research and analysis; hence the target has been updated.
- With respect to the **Play Your Part activities reaching the provinces** the activities are planned to be continued each Province. Currently, the campaign(s) and the activities are implemented digitally due to Covid-19 restrictions (ordinarily, the activations can take various formats). This is amplified through radio / NGO / other local partnerships. Brand South Africa's partnerships and media platforms implementation can be rolled out digitally and get good coverage and impact in each session. Planning of the activations maybe conducted with multi-provinces (if possible) or with a single province.
- Number of **PYP ambassador activities implemented** that are allocated amongst Programme 2 (10 per quarter) and 3 (5 per quarter) in the implementation plan, with ambassadors that are either, online, or offline. Brand South Africa finds that sharing relevant information is key, and to be further refined, with the ambassadors. There is operational alignment with ambassadors amongst Programme 2 and 3. The objective is to monitor, support and nurture the relations with the PYP ambassadors. Brand South Africa's support / involvement varies on the type of ambassador and the activities that they are involved in. These could be to avail a communication platform, inviting them to be a feature/speaker at an activity that BSA is organising, or to be a spokesperson for a BSA activity, collateral, organising venues etc.
- The **number of constitutional awareness campaigns** is not driven by the days of significance, rather the themes relating to days of significance, which are sometimes incorporated to the constitution awareness campaign, where necessary. However, the primary focus is on the constitution and how it impacts on the lives of ordinary South Africans - whilst also responding to issues on the reputation of the Nation Brand (e.g. GBVF, racism, etc.).

- Collectively the three indicators, namely, the **communication pieces, thought leadership pieces and webinars**; to be implemented and/or published are to ensure there is an increase in positive tonality for BSA-generated coverage.
- To ensure targeted promotion of the Nation Brand pride and patriotism in the international markets, Brand South Africa will implement the activities related to the **Global South Africans activities in key markets**.

Additionally, Brand South Africa is to lead and/or must implement **GBVF Pillar 2, which is the Prevention and Restoration of Social Fabric**, as outlined in the NSP. One of the key activities to lead this initiative is Communication and Advocacy Campaigns to address GBVF Pillar 2. This initiative had begun in April 2020 and to be continued until March 2024. The APP FY21/22, with its' current Outputs and Output Indicators is agile and flexible to incorporate activities related to GBVF into the AOP. Brand South Africa will allocate activities in their Annual Operating Plan (AOP) to ensure the following:

- Development of a communication toolkit with list of key messages and targeted sources of media
- Determine the number of multimedia campaigns to be implemented per quarter and the different sources that are used

### ***Programme Recourse Considerations***

Programme	Budget Allocation for Programmes
Programme 2: Brand, Marketing and Reputation Management	R89,387,000

In order to ensure that the outcomes for programme 2 are achieved. This programme would require funding of R89,387,000 for marketing projects as well as media partnerships to achieve the set outcomes.

Expenditure in Programme 2: Brand Marketing in 2021/22 is expected to maintain the expenditure to have only baseline increase in activation costs and marketing activities such as media campaigns and national identity campaigns. The entity aims to have much more reach on Play Your Part movement by expanding the rollout of this programme to the international and strategic platforms through the entity's offices based outside the country i.e., USA and UK. The entity also aims to strengthen the use of strategic platforms to engage with the media and business influencers on matters that have a negative impact on the South African brand and investment drive.

### 1.2.2. Updated Key Risks

Table 9: Programme 2: Strategic Risk Register

Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	2	Programme 2: Brand, Marketing and Reputation Management	
Increased attractiveness and thereby competitiveness of the Nation Brand	2.1.1	Reliance on external stakeholders <sup>22</sup>	<ul style="list-style-type: none"> <li>• Organisation must strategically target markets and market segments.</li> <li>• Consistent and relevant access to influential platforms</li> <li>• Unique value mechanism to influence perceptions of stakeholders locally and globally by leveraging behavioral science proposition.</li> <li>• Improve mechanism of communication &amp; messaging</li> </ul>
	2.1.2	Resource constraints	
	2.1.3	External incidents and events that are beyond our control (political unrest, climate change)	
	2.1.4	Declining manufacturing capability	
	2.1.5	Governance and Governmental vertical alignment	
	2.1.6	Fake News	

<sup>22</sup> The reliance on external stakeholders is identified based on the e.g., events conducted with/by PYP ambassadors, research data and information that is obtained from external stakeholders to develop and implement particular reports and/or strategies.

Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	2.1.7	Public discourse within local media landscape	
	2.1.8	Regional challenges within neighbouring countries	
Increased Advocacy and Citizenship	2.2.1	Perceptions of Transformation process by non-South Africans	<ul style="list-style-type: none"> <li>Guerrilla marketing, leveraging limited resources, maximise activation through creative ideas and programmes</li> <li>Greater knowledge</li> <li>Promoting Big Brand SA platforms, campaigns (like the World Cup) - things like musicals, tournaments etc.</li> <li>Leveraging off Friendly politician(s)</li> <li>Different methods for feedback, M&amp;E, insight</li> <li>Target, at a granular level, influential groups (through data analytics) to improve overall advocacy and sentiments - e.g.: young, optimistic, and caring South Africans using a Segmentation Model Mechanism</li> </ul>
	2.2.2	Public discourse on the Land reform debate	
	2.2.3	Misdirected active citizenship leading to undesired outcomes	
	2.2.4	Persistent inequality	
	2.2.5	Race relations dynamics within South Africa	
	2.2.6	Tainted brand advocates who may impede advocacy initiatives	
	2.2.7	Uncertainty regarding future mandate of Brand South Africa	<ul style="list-style-type: none"> <li>Board intervention</li> </ul>



Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	2.2.8	Public discourse on gender-based violence and femicide	<ul style="list-style-type: none"> <li>Coordinated communications and marketing interventions</li> <li>Partnerships and Engagements with Stakeholders</li> </ul>

The table below outlines the Root Causes, the Consequence, the Current Controls, and the Ranking of the Strategic Risks that are included for the FY21/22, due to the impact of the Covid-19.

*Table 10: Programme 2: Recently included Strategic Risks*

Strategic Outcome	#	Risk Description	Root Cause	Consequence (i.e., Effect)	Current Control	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
	2	Programme 2: Brand, Marketing and Reputation Management						
Increased Nation Brand Advocacy and Active Citizenship	2.2.8	Uncertainty regarding future mandate of Brand South Africa	Ongoing discussion about possible mergers with Brand South Africa and other entities	Diffusion of the Nation Brand element in the Mandate	Requesting for information and feedback on progress	4	5	20

Strategic Outcome	#	Risk Description	Root Cause	Consequence (i.e., Effect)	Current Control	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
	2.2.9	Public discourse on gender-based violence and femicide	Current social ills	Impact on Brand South Africa's reputation	Manage reputational risk and Support and promote interventions PYP platform	5	5	25

See Annexure A for risk framework describing the probability ranking and impact ranking, where risk ranking probability is the product of both.

### 1.3. Programme 3: Stakeholder Relations

Purpose: This programme seeks to build and leverage collaborative partnerships, to integrate and coordinate efforts and approaches to market the Nation Brand identity and promote the Nation's value proposition, and to interface meaningfully with stakeholders who drive or influence the Nation Brand and its reputation.

The table below outlines the Outcomes, Outputs, Performance Indicators and Targets

*Table 11: Programme 3: Outcomes and Outputs*

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
3.1. Aligned Nation Brand execution and experience domestically and internationally	3.1.1. Approved stakeholder relations strategy implemented	3.1.1.1. Implementation of annual stakeholder relations strategy	New indicator	Approved 2018/19 Stakeholder Relations strategy.	Review and implement the annual Stakeholder Relations strategy.	Yes	Yes	Yes	Yes
	3.1.2. Collaborative activities with public sector stakeholders domestically	3.1.2.1. Number of collaborative activities with public sector stakeholders domestically	15x	14x	16x	14x	14x	14x	14x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	3.1.3. Collaborative activities with civil society stakeholders domestically	3.1.3.1. Number of collaborative activities with civil society stakeholders domestically	12x	12x	14x	12x	14x	14x	14x
	3.1.4. Collaborative activities with business stakeholders domestically	Collaborative activities with business stakeholders domestically 3.1.4.1. Number of collaborative activities with business stakeholders domestically	16x	12x	14x	12x	12x	12x	12x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	3.1.5. Nation Brand Forums/ SACF held	3.1.5.1. Number of Nation Brand Forums/ SACF held	New indicator	New indicator	New indicator	N/A	1x	1x	1x
	3.1.6. Collaborative activities with public sector, business, and/or civil society stakeholders internationally	3.1.6.1. Number of collaborative activities with public sector, business, and/or civil society stakeholders internationally	New indicator	New indicator	New indicator	17x	20x	20x	20x

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	3.1.7. Nation Brand alignment trainings delivered	3.1.7.1. Number of Nation Brand alignment trainings delivered	186x institutions reached for Nation Brand alignment training	175x institutions reached for Nation Brand alignment training	9x Nation Brand alignment workshops implemented in provinces (1x per province)	4x	4x	4x	4x
	3.1.8. Stakeholder impact survey and participant training review conducted	3.1.8.1. Number of participant training reviews conducted	New indicator	New indicator	New indicator	4x stakeholder impact survey	4x participant training review	4x participant training review	4x participant training review

			ANNUAL TARGETS						
			AUDITED/ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MTEF PERIOD		
OUTCOME	OUTPUT	OUTPUT INDICATORS	TARGET (2017/18)	TARGET (2018/19)	TARGET (2019/20)	TARGET (2020/21)	TARGET (2021/22)	TARGET (2022/23)	TARGET (2023/24)
	3.1.9. Nation Brand alignment policy	3.1.9.1. Submission of discussion paper on Nation Brand alignment policy	New indicator	New indicator	New indicator	Discussion paper on Nation Brand alignment policy submitted to Marketing Committee	Discussion paper on Nation Brand alignment policy submitted to Executive Authority	N/A	N/A

The table below outlines the Indicators, Annual and Quarterly Targets for the FY21/22

Table 12: Programme 3: Indicators and Targets

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
3.1.1.1. Implementation of annual stakeholder relations strategy	Yes	Yes	Yes	Yes	Yes
3.1.2.1. Number of collaborative activities with public sector stakeholders domestically	14x	4x	4x	3x	3x
3.1.3.1. Number of collaborative activities with civil society stakeholders domestically	14x	4x	4x	4x	4x
3.1.4.1. Number of collaborative activities with business stakeholders domestically	12x	3x	3x	3x	3x



OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
3.1.5.1. Number of Nation Brand Forums/ SACF held	1x	N/A	N/A	1x	N/A
3.1.6.1. Number of collaborative activities with public sector, business, and/or civil society stakeholders internationally	20x	5x	5x	5x	5x
3.1.7.1. Number of Nation Brand alignment trainings delivered	4x	1x	1x	1x	1x
3.1.8.1. Number of stakeholder impact survey and participant training review conducted	4x participant training review	1x	1x	1x	1x

OUTPUT INDICATORS	ANNUAL TARGET (2021/22)	Q1	Q2	Q3	Q4
3.1.9.1. Submission of discussion paper on Nation Brand alignment policy	Discussion paper on Nation Brand alignment policy submitted to Executive Authority	N/A	Discussion paper on Nation Brand alignment policy submitted to Board of Trustees	N/A	Discussion paper on Nation Brand alignment policy submitted to Executive Authority

### **1.3.1. Explanation of Planned Performance Over the Medium-Term Period**

Programme 3 is focussed on stakeholder relations, with the only outcome being “Aligned Nation Brand execution and experience domestically and internationally”. In essence, the programme is focussed on managing various stakeholders to ensure that 1) the delivery of the Nation Brand message is consistent, and 2) reception of Nation Brand experience is aligned to the delivery. Best practice to measure this, is through “improved consistency in Nation Brand messaging by different stakeholders”, which is the outcome indicator. The outputs within this outcome focus around strategic partnerships, brand alignment training, and development of a brand alignment policy, all of which directly contribute to the outcome as they all will in different ways contribute towards aligning the Nation Brand execution and experience. An aligned Nation Brand execution and experience will directly contribute to promoting a prosperous Nation Brand, the desired impact.

#### ***Unpacking the rationale for particular indicator(s):***

The Nation Brand Master Class format and tool has been re-worked. Online version of the Master Class has been developed to ensure wider availability (and to address current social distancing requirements). In-person presentations can still take place in future, depending on the circumstances / stakeholder. The benefit of the virtual implementation is that the Class can be conducted at one's own pace and specific modules can be selected by the user. Research Insights are shared on various platforms, example, Business Round-Table Discussions. To ensure the development of strategic partnerships with public sector; business & civil society stakeholders in order to promote the South African

Nation Brand domestically a number of collaborative activities has been defined as output indicators; including the number of Nation Brand Forums/ SACF held.

### **Programme Recourse Considerations**

Programme	Budget Allocation for Programmes
Programme 3: Stakeholder Relations	R19,154,000

This programme would require funding of at least R19,154,000 for stakeholder projects. Due to the funding constraints; Stakeholder programme would have to form partnerships with other entities to augment the funds required to achieve the set outcome.

Expenditure in Programme 3: Stakeholder Relations in 2021/22 is expected to maintain the expenditure to have only baseline increase in strategic partnerships with the public sector, business, and civil society stakeholders. The entity aims to have much more reach on its collaborative activities that promote the Nation Brand domestically, including through the Nation Brand Forum.

### **1.3.2. Updated Key Risks**

*Table 13: Programme 3: Strategic Risk Register*

Strategic Outcome	#	Risk Description	Action/ Mitigation Plan
	3	Programme 3: Stakeholder Relations	
Improved Reputation of Brand South Africa as an entity	3.1	Tainted brand advocates who may detract from the Nation Brand	<ul style="list-style-type: none"> <li>• Unique value mechanism to influence perceptions of stakeholders locally and globally by leveraging behavioral science proposition</li> <li>• Process of appointing Trustees too start at the beginning of the last fiscal to allow for a proper handover and smooth transition.</li> <li>• Continued training engagements with Brand Ambassadors on the rules of engagement in being a good brand ambassador</li> </ul>

	3.2	Limited prioritisation of Brand SA Mandate with Private Sector Stakeholders <sup>23</sup>	<ul style="list-style-type: none"> <li>To develop customised value proposition to attract the stakeholders</li> </ul>
	3.3	Lack of required facilities to represent Brand South Africa in foreign markets	<ul style="list-style-type: none"> <li>Finalisation of International Strategy with respect to the manner of implementing foreign representation of Brand South Africa Review budget capacity to accommodate country heads/country offices with facilities (e.g. office space)</li> </ul>

The table below outlines the Root Causes, the Consequence, the Current Controls, and the Ranking of the Strategic Risks that are included for the FY21/22, due to the impact of the Covid-19.

*Table 14: Programme 3: Recently included Strategic Risks*

Strategic Outcome	#	Risk Description	Root Cause	Consequence (i.e. Effect)	Current Control	Probability Ranking (1-5)	Impact Ranking (1-5)	Risk Ranking
	3	Programme 3: Stakeholder Relations						
Improved Reputation of Brand South	3.2	Limited prioritisation of Brand SA Mandate with Private	Current economic climate	Limited participation and investment from the stakeholders	Continued assessment of stakeholders needs	4	3	12

<sup>23</sup> Private Sector Stakeholders prioritise their bottom line and CSI programmes that allow for tax deduction & BBBEE score benefits. The support to Brand SA programmes thus become secondary.

Africa as an entity		Sector Stakeholders						
	3.3	Lack of required facilities to represent Brand South Africa in foreign markets	Single country head representation (1 individual per market) Lack of facilities such as office space Limited to no facilities in country offices Discussions on potential mergers intensifies the risk	Impacts the perception and reputation of Brand South Africa in foreign markets (particularly, China) High dependency on current country heads and their networks and experience in the markets Leads to Programme based risk	Operationalise tasks to mitigate this risk in Programme 1 (Corporate Services) Initiate discussions and develop a plan relating to making shuttle missions permanent	5	4	20

See Annexure A for risk framework describing the probability ranking and impact ranking, where risk ranking probability is the product of both.

## 2. Part D - Technical Indicator Descriptions

### 2.1. Outcome 1: Improved Reputation of Brand South Africa as an entity

Indicator Title	1.1.1.1. An unqualified audit outcome obtained annually
Definition	The indicator refers to the status on the opinion on whether the financial statements fairly present the financial position of auditees at financial year-end and the results of their operations for that financial year
Source of Data	Internal audit report
Method of Calculation/Assessment	Simple count (Internal audit report); and Qualitative measure by audit opinion outcome
Means of verification	Audit opinion report
Assumptions	All stakeholders have access to the audit report The Audit report is factual and accurate
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	A satisfactory internal audit report in finance and procurement environment
Indicator Responsibility	Programme 1 - Chief Financial Officer

Indicator Title	1.2.1.1. Percentage of valid payments made to suppliers within 30 days from the date of receipt of an invoice
Definition	The indicator refers to a measure of the total number of valid payments made as a percentage of total payments. The payments are to be made within the specified period.
Source of Data	Internal financial reports (e.g. Payment Report)
Method of Calculation/Assessment	Total number of invoices from suppliers honored within 30 days/ total number of invoices * 100
Measure of verification	Consolidated invoices
Assumptions	The accounting books are accurate and up to date.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Non-cumulative
Report Cycle	Quarterly
Desired Performance	Higher percentage of invoices paid within 30 days
Indicator Responsibility	Programme 1- Chief Financial Officer

Indicator Title	1.3.1.1. Percentage spend on B-BBEE designated group suppliers
Definition	This indicator refers to a measure of the total amount Brand South Africa spends on B-BBEE level 1 suppliers as a percentage of total spent on overall suppliers. Government entities are required to be B-BBEE compliant and trading with a highly compliant entity is beneficial.
Source of Data	Internal monitoring of B-BBEE and B-BBEE scorecard of supplier
Method of Calculation/Assessment	Total amount spent on B-BBEE level 1 suppliers/ total amount spent on overall suppliers * 100
Means of verification	B-BBEE scorecard of supplier and financial statements
Assumptions	All suppliers seeking to service Brand South Africa have an up to date B-BBEE scorecard
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher percentage spend on B-BBEE level 1 suppliers
Indicator Responsibility	Programme 1- Chief Financial Officer



Indicator Title	1.4.1.1. Percentage of vacancy
Definition	The number of permanent posts in the establishment which are vacant at the time of reporting
Source of Data	Human Capital Related Reports
Method of Calculation/Assessment	The number of vacant permanent posts / The total number of permanent posts * 100
Means of verification	Proof of noting by the Human Capital, Remuneration, Social and Ethic Committee by the Board
Assumptions	Consensus by all stakeholders on the vacancy rate as per the Human Capital Related Reports
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Lower than the stated target within the performance framework
Indicator Responsibility	Programme 1 - Director of Corporate Services

Indicator Title	1.5.1.1. Percentage overall organisational performance rating
Definition	The indicator refers to the Annual Performance Plan's link to the Operational plans, budgets and the performance of the organisation and how the organisation is meeting those targets outlined in the Annual Performance Plan
Source of Data	Quarterly Management report and Annual Report
Method of Calculation/Assessment	Number of performance indicators achieved/Total number of performance indicators * 100
Means of verification	Performance Analysis in the Quarterly Management report and the Annual Report
Assumptions	Annual Performance Plans is approved, and no amendments need to be made
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly and Annually
Desired Performance	Higher performance against the Annual Performance Plan
Indicator Responsibility	Programme 1 - Director of Corporate Services

Indicator Title	1.6.1.1. Legally compliant
Definition	This indicator ensures that Brand South Africa complies with legislation that is applicable to the entity. This is done by submitting 1 compliance check list/report quarterly.
Source of Data	Internal monitoring of progress
Method of Calculation/Assessment	Simple Count Qualitative measure (i.e., the Report to the Board of Trustees on status of compliance checklist)
Means of verification	Proof of approval from the Board
Assumptions	Amendments to applicable legislature has been approved and gazetted
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Higher compliance to applicable legislature
Indicator Responsibility	Programme 1 - Director of Governance, Legal & Secretariat

Indicator Title	1.7.1.1. Percentage system availability at the DR Site, with planned downtime
Definition	The indicator refers to the performance of the disaster recovery services on the DR site measured in terms of system availability
Source of Data	IT Progress Report
Method of Calculation/Assessment	The number of available IT system at the DRS/ All IT system at the DRS * 100
Means of verification	Simple count
Assumptions	It is performed quarterly with the maintenance process
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired Performance	Same or higher level of availability
Indicator Responsibility	Programme 1 - Director of Corporate Services

## 2.2. Outcome 2.1: Increased attractiveness and thereby competitiveness of the Nation Brand

Indicator Title	2.1.1.1. Number of marketing campaigns
Definition	The indicator refers to conducting marketing campaigns that drive attractiveness of the Nation Brand to audiences within South Africa. A marketing campaign is an organized course of action to promote and sell a product or service, which in this case is the country's Nation Brand. Domestic marketing campaigns are aimed at promoting local investment, pride, active citizenship, and social cohesion, amongst others
Source of Data	Internal monitoring of number of marketing campaigns
Method of Calculation/Assessment	Quantitative (simple count): Number of campaigns
Means of verification	<ul style="list-style-type: none"> <li>Quarterly Agency brief</li> <li>Quarterly Exit report containing post campaign analysis</li> </ul>
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher attractiveness perception of the Nation Brand to domestic audience
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.2.1. Number of marketing campaigns
Definition	The indicator refers to conducting marketing campaigns that drive and promote the attractiveness of the Nation Brand to audiences outside South Africa. A marketing campaign is an organised course of action to promote and sell a product or service, which in this case is the country's Nation Brand. International marketing campaigns are primarily aimed at attracting investments and tourism, amongst others.
Source of Data	Internal monitoring of number of marketing campaigns
Method of Calculation/Assessment	Quantitative (simple count): Number of campaigns
Means of verification	<ul style="list-style-type: none"> <li>Quarterly Agency brief</li> <li>Quarterly Exit report containing post campaign analysis</li> </ul>
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher attractiveness perception of the Nation Brand to international audience
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.3.1. Number of integrated reputation & communication activities implemented for strategic platforms domestically
Definition	The indicator refers to the number of Nation Brand reputation and communication activities held by Brand South Africa at strategic platforms. Strategic platforms are key events that Brand South Africa leverages to amplify its Nation Brand and messaging. Strategic platforms will be outlined in the operational plans.
Source of Data	Internal monitoring of number of activities held at strategic platforms
Method of Calculation/Assessment	Quantitative (simple count): Number of activities at strategic platforms
Means of verification	<ul style="list-style-type: none"> <li>• Concept report per project</li> <li>• Exit report per project</li> </ul>
Assumptions	What constitutes strategic platforms is pre-defined in the operational plans
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	To influence perceptions and elevate the Nation Brand reputation and image
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.4.1. Number of integrated reputation & communication activities implemented for strategic platforms internationally
Definition	The indicator refers to the number of Nation Brand reputation and communication activities held by Brand South Africa at strategic platforms. Strategic platforms are key events that Brand South Africa leverage to amplify its reputation and message Strategic platforms will be outlined in the operational plans.
Source of Data	Internal monitoring of number of activities implemented in support of strategic platforms
Method of Calculation/Assessment	Quantitative (simple count): Number of activities at strategic platforms
Means of verification	<ul style="list-style-type: none"> <li>• Concept document per project</li> <li>• Exit report per project</li> </ul>
Assumptions	What constitutes strategic platforms is defined in the operational plans
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	To influence and elevate the Nation Brand reputation and image
Indicator Responsibility	Programme 2 - Chief Marketing Officer



Indicator Title	2.1.5.1. Number of domestic perceptions research study
Definition	The indicator refers to activities conducted which are aimed at conducting research to attain information on key perception indicators domestically. i.e. how South Africans perceive themselves. It assists Brand South Africa to better understand local perceptions in order to make informed strategic decisions to position the Nation Brand
Source of Data	Monthly surveys, focus group discussions and a national omnibus survey and is compiled into the domestic perceptions research study document
Method of Calculation/Assessment	Quantitative: Simple Count (Number of research)
Means of verification	Consolidated quarterly progress report
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Annual
Desired Performance	Higher number of research activities (which is measured quarterly) is desirable
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.6.1. Number of Nation brand performance monitoring analysis pieces
Definition	The indicator refers to the number of Nation Brand performance monitoring activities conducted. Nation Brand performance is monitored via several elements which include investment and immigration, exports, people, culture, and heritage, governance, and tourism. These key elements inform the reputation of the nation
Source of Data	A model called the Anholt-GfK Nation Branding Hexagon describe the elements that make up a nations brand and provides a thorough assessment of a country's standing. Brand South Africa's research tracks a wide variety of competitiveness, reputation, and related global studies and indices. The goal is to monitor and evaluate overall country performance in a highly competitive and uncertain global economy. These third-party information sources are then supplemented by Brand South Africa commissioned research projects, and subscriptions to domestic research vehicles. In order to further deliver on research insights, Brand South Africa convenes Research Reference Groups that reflect on and provide Brand South Africa with expert input and advice on key issues of concern at the time. Information from the above sources is consolidated and synthesised, and internal analysis pieces produced.
Method of Calculation/Assessment	Quantitative (Simple count) Number of internal analysis reports
Means of verification	Internal analysis reports
Assumptions	Third party sources remain available
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A

Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of research activities (which is measured quarterly)
Indicator Responsibility	Programme 2 - General Manager of Research

Indicator Title	2.1.7.1. South African global reputation study activities implemented
Definition	The indicator refers to the approval of the study and the related activities, which is based on initiating, developing, and the procurement of the SAGP study as at Financial Year 2020/21. This study will assess the way in which the South African brand is perceived by audiences globally. It assists Brand South Africa to better understand international perceptions in order to make informed strategic decisions to position the Nation Brand
Source of Data	Brand South Africa tracks, commissions, and analyses several sources of research and information regarding the Nation Brand's global reputation exposure. Various sources of data are accessed.
Method of Calculation/Assessment	Quantitative measure (simple count) of activities and Qualitative with respect to receiving an approval for the study
Means of verification	South African global reputation study report
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Report Cycle	Annual
Desired Performance	Annual Target: implement SAGP study through completion of key quarterly activities
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.8.1. Number of research reference groups conducted
Definition	A reference group includes individuals or groups that influence opinions, beliefs, attitudes, and behaviours. Conducting research within reference groups enables Brand South Africa to receive information that will inform how to better position the Nation Brand.
Source of Data	Research within reference groups is done through field work. This is typically through surveys and focus group discussions
Method of Calculation/Assessment	Quantitative (Simple count)
Means of verification	Research reference groups report
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Annual Target: 4 research reference groups. Higher number desirable
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.9.1. Reputation Management strategy implemented
Definition	The implementation of the approved Reputation Management Strategy document.
Source of Data	Internal monitoring of number of reputation management activities implemented.
Method of Calculation/Assessment	Activities implemented for reputation management. Qualitative: Activities implemented for reputation management
Means of verification	Quarterly Reports on activities implemented
Assumptions	Reputation management activities will be defined in the operational plan
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year-End)
Report Cycle	Quarterly
Desired Performance	Implementation of the Reputation Management strategy
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.10.1. Number of communication pieces
Definition	The indicator refers to the need to make Brand South Africa coverage more positive in tone and sentiment, particularly through the number of communication pieces developed and produced. In order to address negative sentiment about the country, Brand South Africa aims to develop and produce positive content pieces that counter the negative narrative about the country. This is implemented through producing, developing and publication of positive communication, pieces. These assist to improve the tonality and sentiment about South Africa domestically and internationally.
Source of Data	Internal monitoring of number of positive communication pieces published
Method of Calculation/Assessment	Quantitative: Simple count (Number of communication pieces implemented/published)
Means of verification	<ul style="list-style-type: none"> <li>Published positive communication pieces</li> <li></li> </ul>
Assumptions	BSA- generated coverage is unbiased
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	More positive tonality and sentiment of Brand SA generated coverage.
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.11.1. Number of thought leadership pieces
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Definition	The indicator refers to the need to make Brand South Africa coverage more positive in tone and sentiment, particularly through the use of thought leadership pieces. In order to position the country positively. Brand South Africa aims to develop and produce positive content pieces that lead the conversation and narrative on factors impacting the country's image and reputation. This is implemented through the development and publication of positive thought leadership pieces. These assist to position the country positively as well as improve the tonality and sentiment about South Africa domestically and internationally.
Source of Data	Internal monitoring of number of thought leadership pieces
Method of Calculation/Assessment	Quantitative: Simple count (Number of thought leadership pieces published)
Means of verification	<ul style="list-style-type: none"> <li>Published thought leadership pieces</li> <li></li> </ul>
Assumptions	BSA- generated coverage is unbiased
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	More positive tonality and sentiment of Brand SA generated coverage.
Indicator Responsibility	Programme 2 - Chief Marketing Officer



Indicator Title	2.1.12.1. Number of webinars
Definition	The indicator refers to the need to make Brand South Africa coverage more positive in tone and sentiment particularly through the use of webinars. In order to address negative sentiment about the country, Brand South Africa aims to implement webinars as platforms of interactive and positive engagement. The hosting of webinars assists in improving how the country is perceived, the tonality and sentiment of coverage on the country. domestically and internationally.
Source of Data	Internal monitoring of number of webinars implemented
Method of Calculation/Assessment	Quantitative: Simple count (Number webinars implemented)
Means of verification	<ul style="list-style-type: none"> <li>Hosted webinars</li> </ul>
Assumptions	BSA- generated coverage is unbiased
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	More positive tonality and sentiment of Brand SA generated coverage.
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.12.1. Number of content pieces published emanating from media tours and engagements
Definition	A measure of total content pieces produced as a result of media relation tours and engagements. In order to generate increased coverage, Brand South Africa invests in media

	tours and engagements. The aim of this indicator is to maximise this coverage by ensuring that content pieces are published post-the media tours and engagements
Source of Data	Internal monitoring of number of content pieces published
Method of Calculation/Assessment	Quantitative (simple count): Number of content pieces published
Means of verification	Publication of content pieces
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Same or Higher number of published content pieces
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.1.13.1. Number of content pieces posted
Definition	The indicator measures the number of content pieces developed and posted on Brand South Africa's website and the Play Your Part social media platforms, namely PYP Facebook and PYP Twitter pages to increase messaging in order to drive positive messaging that positions the country positively and grow its attractiveness and awareness.
Source of Data	Internal and external monitoring of website content pieces posted & on the website and on the PYP Facebook & Twitter pages
Method of Calculation/Assessment	Quantitative: Quantitative (simple count): Number of content pieces posted ((Traffic across all social platforms over the current period/Traffic across all social platforms over the baseline period) -1)*100
Means of verification	Posted content pieces Reports Brand South Africa's on social media traffic
Assumptions	Specifically, the All Brand South Africa website, PYP Facebook Page and Twitter Page
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (year-end)
Report Cycle	Quarterly
Desired Performance	Same or higher number of content pieces posted on Brand SA website and PYP social media platforms (Facebook & Twitter) to increase Nation Brand awareness & attractiveness
Indicator Responsibility	Programme 2 - Chief Marketing Officer



## 2.3. Outcome 2.2: Increased Nation Brand advocacy and active citizenship

Indicator Title	2.2.1.1. Number of implemented Play Your Part activities reaching the provinces
Definition	The indicator refers to a measure of the total number of PYP activities conducted across the country.
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Simple Count
Means of verification	Quarterly exit reports
Assumptions	All stakeholders understand what Play Your Part means and entails
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of Play Your Part activities targeted
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.2.2.1. Number of PYP ambassador engagements supported
Definition	The indicator refers to a measure of the number of PYP ambassador activities implemented within the year
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Simple Count
Means of verification	Quarterly exit report
Assumptions	PYP ambassadors that are on-boarded and active in their duties
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of PYP ambassador activities implemented
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.2.3.1. Number of constitutional awareness campaigns
Definition	The indicator refers to a measure of the knowledge building campaigns about the constitution implemented
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Simple Count
Means of verification	Quarterly post campaign report
Assumptions	The initiative remains a MTSF priority over the medium to long-term
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of constitution awareness campaigns
Indicator Responsibility	Programme 2 - Chief Marketing Officer

Indicator Title	2.2.4.1. Number of constitutional awareness activations
Definition	The indicator refers to a measure of the knowledge building activations about the constitution implemented
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Simple Count
Means of verification	Quarterly exit report
Assumptions	The initiative remains a MTSF priority over the medium to long-term and there is an enabling logistic environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Reporting Cycle	Quarterly
Desired Performance	Same or higher number of constitution awareness activations
Indicator Responsibility	Programme 2 - Chief Marketing Officer



Indicator Title	2.2.5.1. Number of Global South Africans activities implemented in key markets
Definition	The indicator refers to a measure of the number of Global South Africans activities implemented in key markets. Key markets are markets that are essential for extending Brand South Africa's market position, its economic growth, and its globalisation in a sustainable way.
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Simple Count
Means of verification	Exit report per activity
Assumptions	There are willing and present global South Africans within our targeted markets
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Same or higher number of global activities implemented in targeted markets
Indicator Responsibility	Programme 2 - Chief Marketing Officer

## 2.4. Outcome 3: Aligned Nation Brand execution and experience domestically and internationally

Indicator Title	3.1.1.1. Implementation of annual stakeholder relations strategy
Definition	The indicator refers to the implementation of the developed annual stakeholder relations strategy that will assist Brand South Africa to create a plan of action to navigate and leverage its complex stakeholder map, aligned to the overall strategy of the company.
Source of Data	Internal monitoring of progress on the status of the development and implementation of the stakeholder relations strategy
Method of Calculation/Assessment	Qualitative: Achievement of quarterly stages of progress which culminates in the development of a stakeholder relations strategy effectiveness report with recommendations on strategy improvements for the following financial year
Means of verification	Stakeholder relations strategy effectiveness report
Assumptions	Consensus by all stakeholders
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Report Cycle	Annual
Desired Performance	Effective development and implementation of the stakeholder relations strategy with report on strategy improvement
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.2.1. Number of collaborative activities with public sector stakeholders domestically
Definition	The indicator refers to number of activities conducted with public sector stakeholders in order to promote the South African nation brand domestically
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	Quarterly exit report on collaborative activities conducted with public sector stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.3.1. Number of collaborative activities with civil society stakeholders domestically
Definition	The indicator refers to number of activities conducted with civil society stakeholders in order to promote the South African Nation Brand domestically
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	Quarterly exit report on collaborative activities conducted with civil society stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.4.1. Number of collaborative activities with business stakeholders domestically
Definition	The indicator refers to number of activities conducted with business stakeholders in order to promote the South African Nation Brand domestically
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	Quarterly exit report on collaborative activities conducted with civil society stakeholders
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.5.1. Number of Nation Brand Forums/ SACF held
Definition	The indicator refers to number of Nation Brand forums held. A forum is a meeting or medium where ideas and views on a particular issue can be exchanged. In this case, the ideas exchanged will be around the promotion of the South African Nation Brand domestically
Source of Data	Internal monitoring and reporting on Nation Brand forum preparation and implementation
Method of Calculation/Assessment	Quantitative: Simple count (Total number of Nation Brand forums held)
Means of verification	Report on Nation Brand Forum
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Annual
Desired Performance	Same or higher number of Nation Brand forums held
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.6.1. Number of collaborative activities with public sector, business, and/or civil society stakeholders internationally
Definition	The indicator refers to number of activities conducted with public sector, business and/or civil society stakeholders in order to promote the South African Nation Brand internationally
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Quantitative (simple count): The total number of collaborative activities conducted per quarter over a 1-year period
Means of verification	Exit report per collaborative activities conducted with civil society, public sector, and business stakeholders internationally
Assumptions	There are willing and able participants and an enabling logistical environment
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number of collaborative activities
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.7.1. Number of Nation Brand alignment trainings delivered
Definition	The indicator refers to number of Nation Brand alignment trainings conducted by Brand South Africa. Nation brand alignment trainings are required to ensure consistent messaging about the Nation Brand is disseminated by key stakeholders to domestic and international audiences, and in doing so amplifying the impact of the message.
Source of Data	Internal monitoring and reporting of number of activities conducted
Method of Calculation/Assessment	Quantitative (simple count): The total number of Nation Brand alignment trainings conducted per quarter over a 1-year period
Means of verification	Quarterly report on Nation Brand alignment trainings conducted
Assumptions	Nation brand messaging is not currently consistent. There are willing and able participants and an enabling logistical environment.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Higher number Nation Brand alignment trainings delivered
Indicator Responsibility	Programme 3 - Chief Marketing Officer



Indicator Title	3.1.8.1. Number of stakeholder impact survey and participant training review conducted
Definition	The indicator refers to number of assessments and audits to measure the impact of Nation Brand alignment training. In essence the audit measure alignment in messaging between key stakeholders throughout the year
Source of Data	Questionnaires are disseminated to training participants
Method of Calculation/Assessment	Quantitative (simple count): The total number of Nation Brand alignment trainings assessments conducted per quarter over a 1-year period
Means of verification	Quarterly consolidated report on Nation Brand alignment trainings assessments conducted
Assumptions	Participants are willing and able to provide the required feedback.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (Year - End)
Report Cycle	Quarterly
Desired Performance	Same or higher number Nation Brand alignment trainings delivered
Indicator Responsibility	Programme 3 - Chief Marketing Officer

Indicator Title	3.1.9.1. Submission of discussion paper on Nation Brand alignment policy
Definition	Brand South Africa aim to champion the development of brand alignment policy document that will mandate institutions to align to consistent Nation Brand messaging.
Source of Data	Internal monitoring of discussion paper progress via Exco, Marco and Board of trustees  The first step of the process (year 1) is to develop a discussion paper that will be submitted to the Board of Trustees and then to the Executive Authority.
Method of Calculation/Assessment	Qualitative: Progress towards submission of discussion paper to the Board of Trustees and then to the Executive Authority
Means of verification	Acknowledgement of receipt by the Office of the Executive Authority
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-cumulative (Year - End)
Report Cycle	Annual
Desired Performance	Submission of discussion paper to Executive Authority within the financial year
Indicator Responsibility	Programme 3 - Chief Marketing Officer

### 3. Annexure A: Risk Framework

Risk Category	Probability Scale	Occurrence	Description
Low	1	Will almost never occur, 1 out of 10 000 times	Not expected to happen - event would be a surprise
	2	Will seldom occur, 1 out of 1000 times	Low likelihood, but could happen
	3	Could occur sometimes, 1 out of 100 times	Could occur often
	4	More than an even chance of occurring., 1 out of 10 times	More than an even chance of occurring
High	5	The risk is almost certain to occur in the current circumstances	The risk is almost certain to occur in the current circumstances

Risk Category	Impact scale	Impact level Ranking	Meaning
Low	1	Negligible	Requires ongoing monitoring and minor changes
	2	Significant	Requires redesign or intervention in the service/programme
	3	Major	Requires major redesign or intervention in the service/programme
	4	Critical	Requires complete redesign or high-level intervention in the service/programme

High	5	Catastrophic	Total shutdown of the project/programme in question
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The product of the probability ranking and impact ranking results in the risk ranking probability which can be positioned and interpreted as the following:

Risk Ranking Matrix						
Impact	5	5	10	15	20	25
	Catastrophic	Medium	High	Very High	Very High	Very High
	4	4	8	12	16	20
	Critical	Medium	High	Very High	Very High	Very High
	3	3	6	9	12	15
	Serious	Medium	High	High	Very High	Very High
	2	2	4	6	8	10
	Significant	Low	Medium	High	High	High
	1	1	2	3	4	5
	Minor	Low	Low	Medium	Medium	Medium
		1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost Certain
Probability						