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“In my opinion, the financial statements present fairly, in all material respects, the financial position of Brand South Africa as at 31 March 2014, and its financial performance and cash flows for the year then ended in accordance with the SA Standards of GRAP and the requirements of the PFMA.”

*Auditor General 31 July 2014*

**An overall  
88.8%  
achievement  
of  
performance  
activities**

# CONTENTS

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# Introduction and Background

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- Brand South Africa is an entity within the new Department of Communications (DoC):
    - Brand South Africa
    - GCIS
    - Media Development and Diversity Agency (MDDA)
    - Independent Communication Authority of South Africa (ICASA)
    - South African Broadcasting Corporation(SABC)
    - Film and Publications Board
  - Consolidation of South Africa’s communication and information machinery.
  - Ensure greater impact and effectiveness in local & international communications.
  - Mandate overarching communication policy and strategy, information dissemination and publicity as well as the branding of the country abroad.
  - Part of the new Inter-Ministerial Committee (IMC) on Information and Publicity
-

# Our Mandate and Strategy...

To contribute to the NDP OBJECTIVES on...	1. Economic Growth & Employment	2. Position South Africa in the Region and the World	3. Nation Building and Social Cohesion
by undertaking coordinated INITIATIVES to...	Build South Africa's Nation Brand reputation to contribute to South Africa's global competitiveness		Inspire and instil active citizenship amongst South Africans
and achieving the following OUTCOMES...	1. Brand and Message Alignment by key stakeholders.	2. Pride and Patriotism and Active Citizenship amongst South Africans.	
	3. Positive positioning of SA as a business destination amongst target international and domestic audiences.	4. A Sustainable Organisation	
... through the following STRATEGIES	1. Brand strategy development and management	2. Reputation management	3. Strengthening & deepening Stakeholder & partner relationships
	4. Brand Insights and research management	5. Organisational Development	6. Prudent financial management and control
and contribute to the following broader IMPACT...	Increased International Competitiveness	Improved International & Domestic Reputation	Increased Social Cohesion

# Highlights 2013/2014

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## South Africa's competitiveness

- The inaugural South African Competitiveness Forum (SACF) was launched in November of 2013
- The passing of Tata Nelson Mandela was a tremendous loss for the nation. This however afforded Brand South Africa “the opportunity to promote positive gains of the country, by focusing on Madiba’s legacy”.

## Brand South Africa's presence

- The SACF impacted positively on presence and awareness levels locally
- The Global South Africans (GSA's) network was expended to Germany, United Arab Emirates, Australia and China
- Presence at BRICS, WEF Davos and Mining Indaba also heightened visibility scores

## Mobilisation of our nation

- Brand South Africa's Play Your Part initiative continued to make great strides in encouraging active citizenship, pride and patriotism in partnership with various state departments in numerous instances
- An above-the-line campaign was implemented and the work continues to tap into social media with the aim of speaking directly to the youth of the country



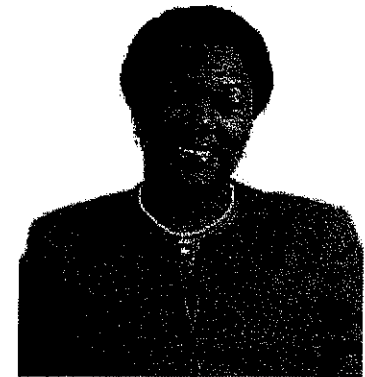
**Chichi  
Maponya -  
Chairman  
Brand South  
Africa**

# Highlights 2013/14

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## Internationally

- Membership to the BRICS group of nation opened opportunities in areas of trade, investment and tourism
- Stakeholders were supported through various engagements including the Investment Trade Initiatives, numerous inbound and outbound media tours
- Brand South Africa's Africa strategy was finalised and approved by the board - Africa outreach
- Partnership with Brand Ghana proved beneficial and resulted in the implementation of a programme to promote stronger ties



**Chichi  
Maponya -  
Chairman  
Brand South  
Africa**

## Domestically

- Brand South Africa's 'Protect Our Democracy' campaign was launched and focused on youth and active citizenship ahead of the milestone 20<sup>th</sup> year of democracy
- Stakeholder partnerships spanning government, business, civil society and youth were further reinforced through various purposeful engagements
- Partnerships remain a strong focus for Brand South Africa. The South African Premier Business Awards in partnership with Proudly South Africa and The Department of Trade and Industry and the 2014 Mining Indaba in partnership with the Department of Mineral Resources strengthened the alignment and integration of messaging on South Africa

# High Level Summary of Indices and Perceptions Findings

## Domestic Perceptions



- 91% of the population are proud to be South African;
- Sport is one of South Africa’s highest celebrated achievements;
- Over 85% of the population believe that SA is a competitive and innovative nation;
- 95% of South Africans have a sense of belonging in the country;
- Despite the problems there is a strong desire to stay in the country

## Nation Brand Reputation



- Overall position 36/50 for 3 years
- Stable reputation with minor changes in some pillars
- Marginal score movement upwards in Governance & Culture
- Slight drop in score on Exports, People, and Tourism

## Global Competitiveness



- SA’s 2014 WEF ranking drops to 56<sup>th</sup> (/144) from 53<sup>rd</sup> in 2013.
- Strengths securities exchange regulation, auditing standards, corporate boards, banks, financial market development, financial services, quality of air transport infrastructure
- Areas requiring attention: labour markets, cost of business, primary education, health

## Investor Perceptions



- 61% overall familiarity with SA – leaving a 39% familiarity gap – with low overall familiarity with SA as a business destination
- Increasingly seen as a growth market. The economy mostly associated with mining, agriculture & tourism. Growth in associating SA with manufacturing (from 29 to 36% between 2012 & 13)
- Associations with crime and corruption issues

## Media Reputation



- Slight drop off from 56.41 to 47.4
- Our biggest supporters are BRIC countries (excluding Russia)
- Africa- Europe is hard on us and low coverage Middle East and South America
- Key drivers were tourism, business, international diplomacy (BRICS)



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# **BRAND SOUTH AFRICA**

## **OVERVIEW OF STRATEGY & BUSINESS PLAN IMPLEMENTATION**

### **2013/2014**

## **NATIONAL INITIATIVES**

# SOUTH AFRICAN COMPETITIVENESS FORUM 2014



In 2013, Brand South Africa embarked on a major project; that of hosting the inaugural SA Competitiveness Forum. On the 5<sup>th</sup> of November 2013, this event was successfully hosted at Gallagher Estate.

Brand South Africa believes that through quality interactions with stakeholders we will be better equipped to design communications, marketing and thought leadership programmes to create a truly competitive positioning for the country in both international markets and at home.



Through the SACF, Brand South Africa gathered valuable insights on matters of regional importance. The insights were absorbed into comprehensive background briefing documents shared with delegates as well as panellists and moderators in preparation for the Forum.

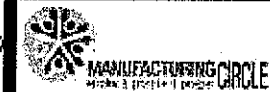
Brand South Africa also worked extensively with several content partners who shared sector-specific insights.

Brand South Africa designed the SACF as a series of events, marked by interactive engagements, including regional consultations and strategic conversations on the day.



Breakaway Workshops were themed as follows:

- FDI Competitiveness
- Education, Skills & Labour
- Infrastructure
- Manufacturing & Related Services
- Governance & Leadership



South African Competitiveness Forum

an initiative by Brand South Africa.



Inspiring new ways

# SACF PROGRAMME & EVENT EXPERIENCE

## Programme

- In the main plenary session, eNCA news anchor served as programme director, introducing speakers including:
  - Chichi Maponya - Chairman of Brand South Africa
  - Khulekani Mathe - DDG in the Presidency
  - Colin Coleman - MD Goldman Sachs SA
  - Minister Collins Chabane - Minister in the Presidency: Monitoring, Performance & Evaluation
  - Deputy President Kgalema Motlanthe
  - Vote of Thanks - Deputy Minister Obed Bapela - Minister in the Presidency



## Event Experience

- The SACF was hosted at Gallagher Estate and presented a visual experience of the country's achievements from the entrance and was carried through the entire venue.
- The event on 5 November attracted more than 350 delegates from business, government and civil-society



Multiple touch-points of brand engagement, from the registration area through to the foyer

# BRAND MANAGEMENT AND ALIGNMENT

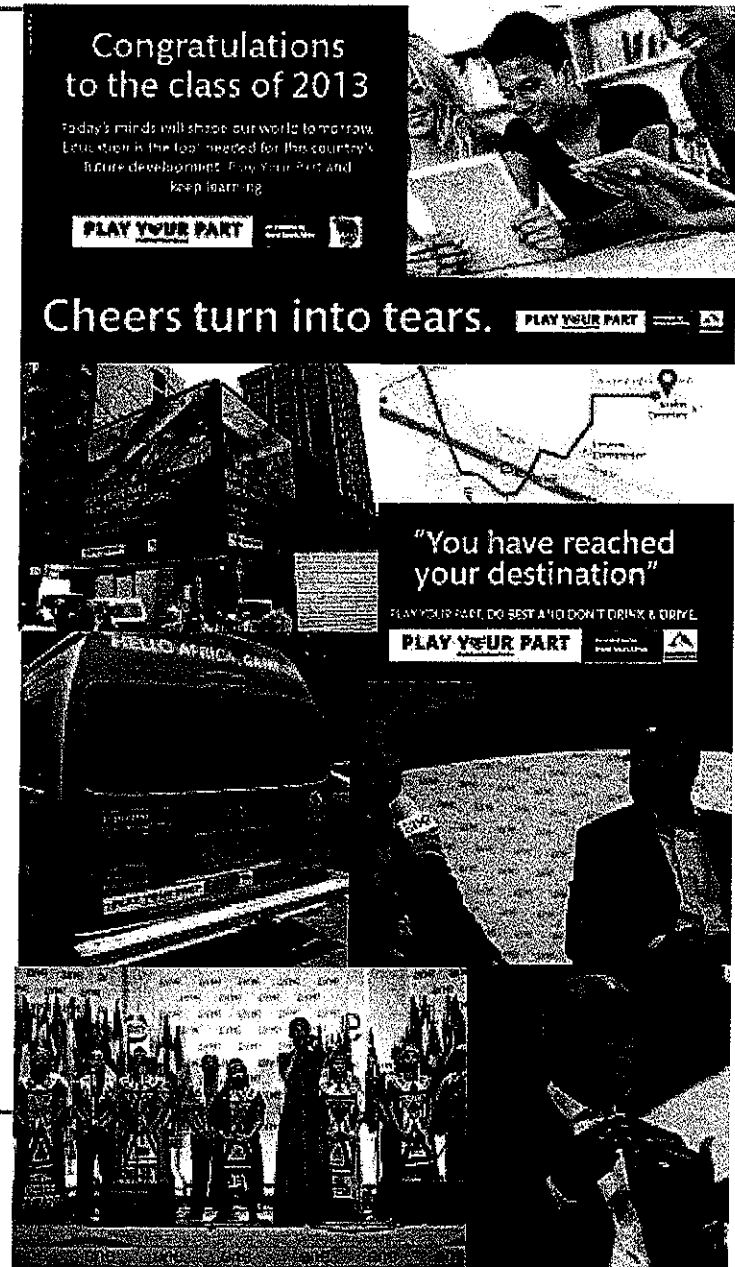
- Communications and marketing efforts focused on seeding the country positioning of “Inspiring News Ways” to ensure brand alignment and further the brand amongst the various target audiences through direct means or in partnership with other stakeholders
- Notable initiatives included flying the Brand South Africa television commercial:
  - That was specifically adapted for days of significance viz. Freedom Friday and Youth Day
  - On SABC, CNN International and CNN
  - Print, online media, radio were used as support mediums to international investors
- Alignment to ‘look & feel’ - A Brand Alignment and Compliance study was conducted with the following recommendations:
  - Review of the Corporate Identity (CI) roadmap to include tone, personality, consistency and font types and sizes
  - CI to include campaigns - namely Play Your Part
  - CI to be linked to the brand toolkit

Note: The Brand Alignment and Compliance study indicated that 58% brand alignment was realised



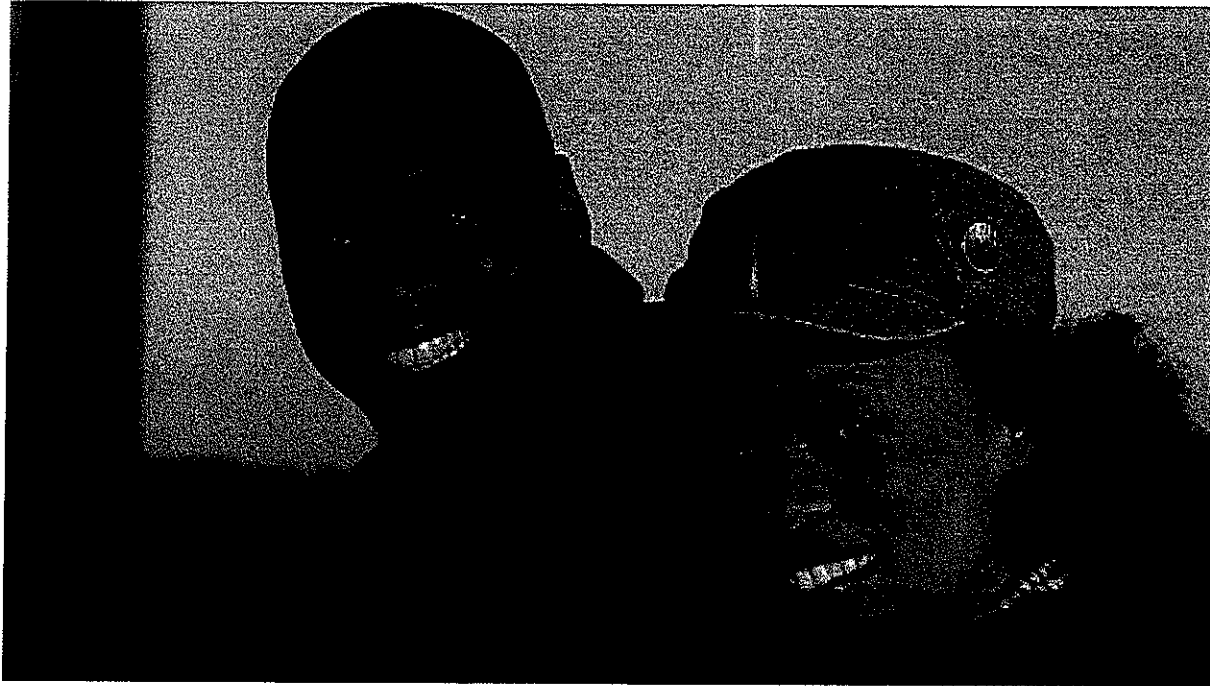
# ACTIVE CITIZENSHIP - PLAY YOUR PART

- Efforts to popularise the Play Your Part (PYP) programme included a series of roundtables, media inserts and roadshows
- Play Your Part school and faith-based organisations (FBO) dialogues were rolled out as well as a PYP programmes in support of Freedom and Youth months
- Online platforms were also used to support live campaigns - tactically in some instances resulting in a growth in following on social medial platforms viz. Facebook with 26355 followers
- South African citizens playing their part continued to be profiled on various platforms so as to inspire a culture
- The programme was extended to a few key platforms (Schools Club programme) and implemented in collaboration with various partners such as FBO's, Department of Transport's "Arrive Alive", One Young World and Transnet Freight Rail



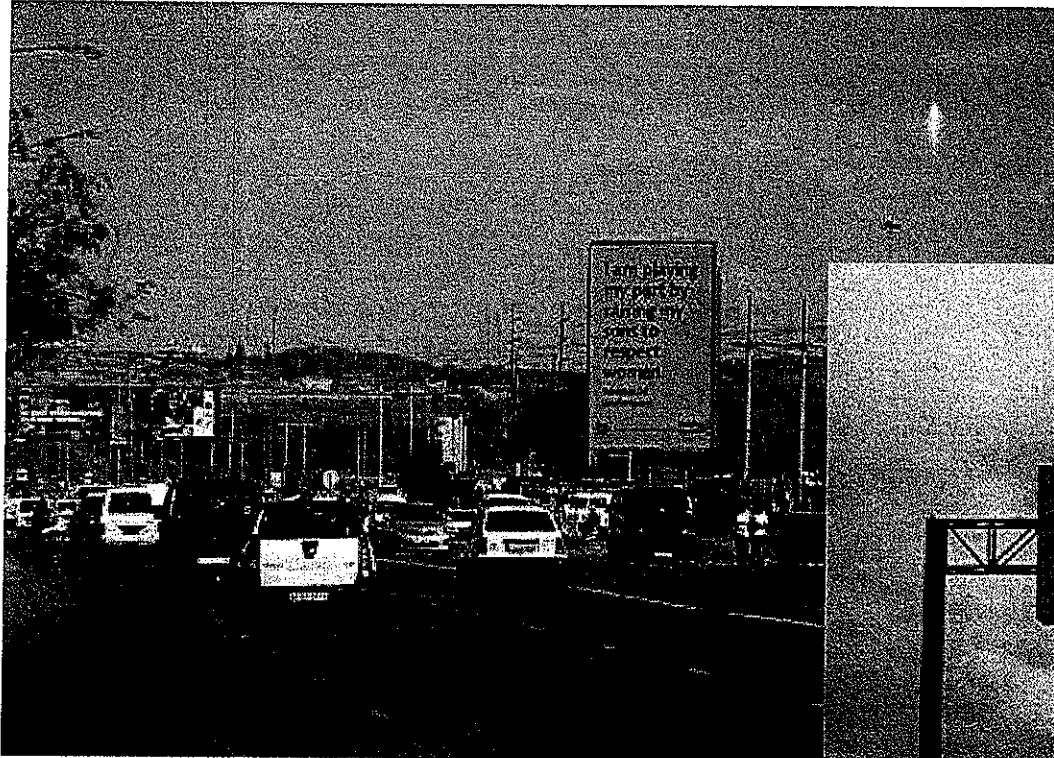
# Play Your Part TV Series 2 Presenters

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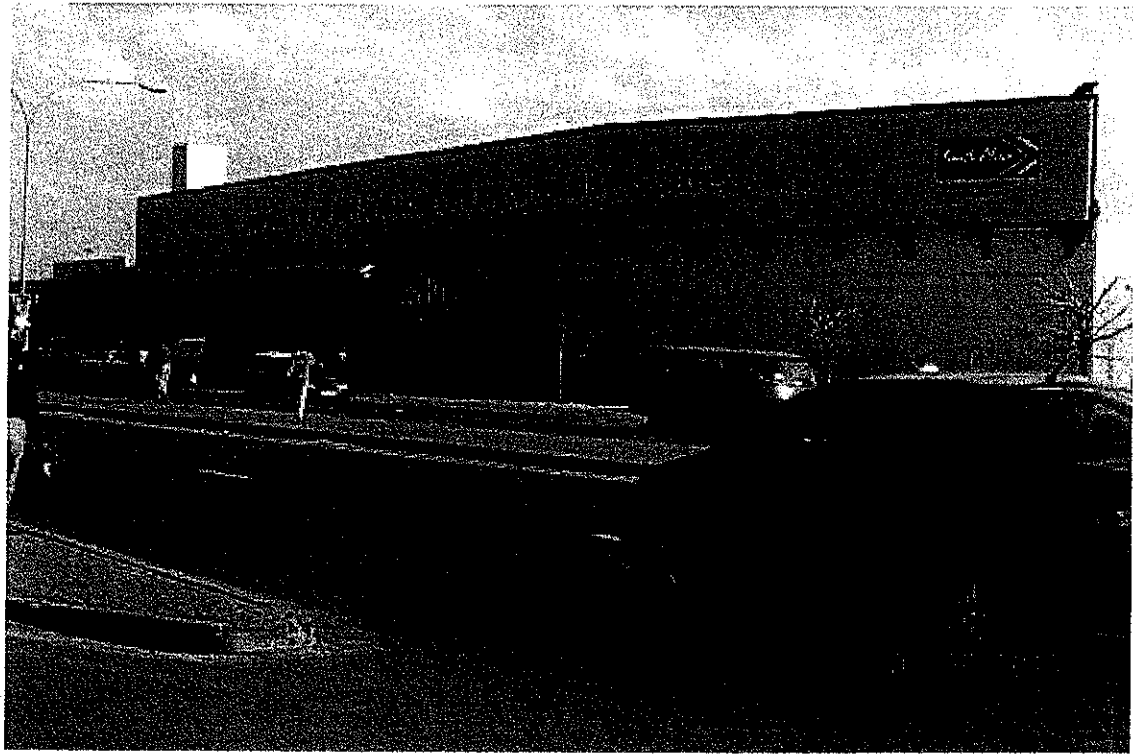
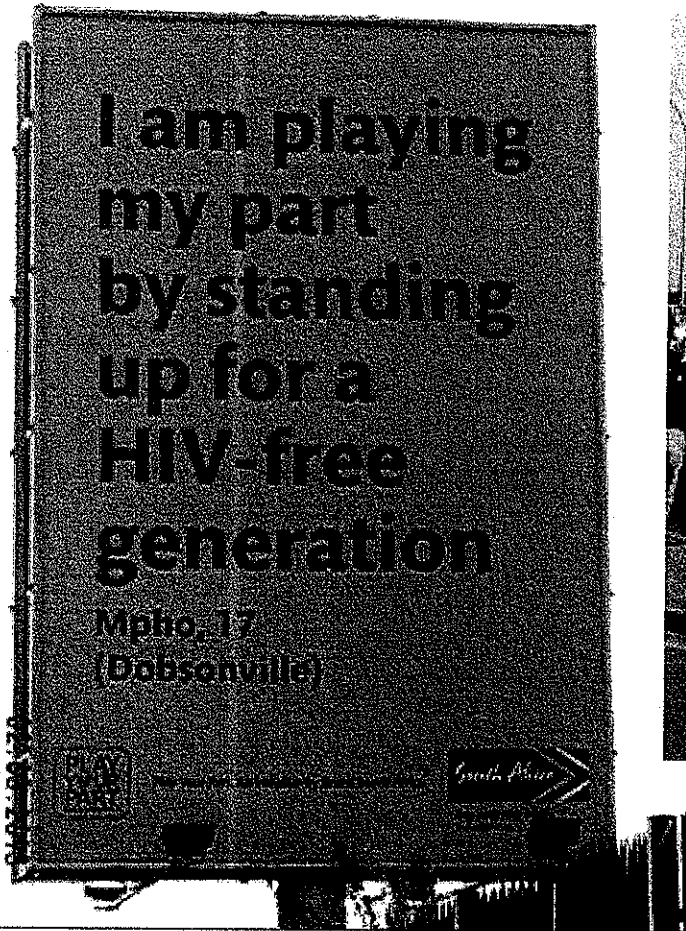
# Soshanguve and Polokwane

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# Bara, Dobsonville Soweto

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# Days of significance (Freedom & Youth)

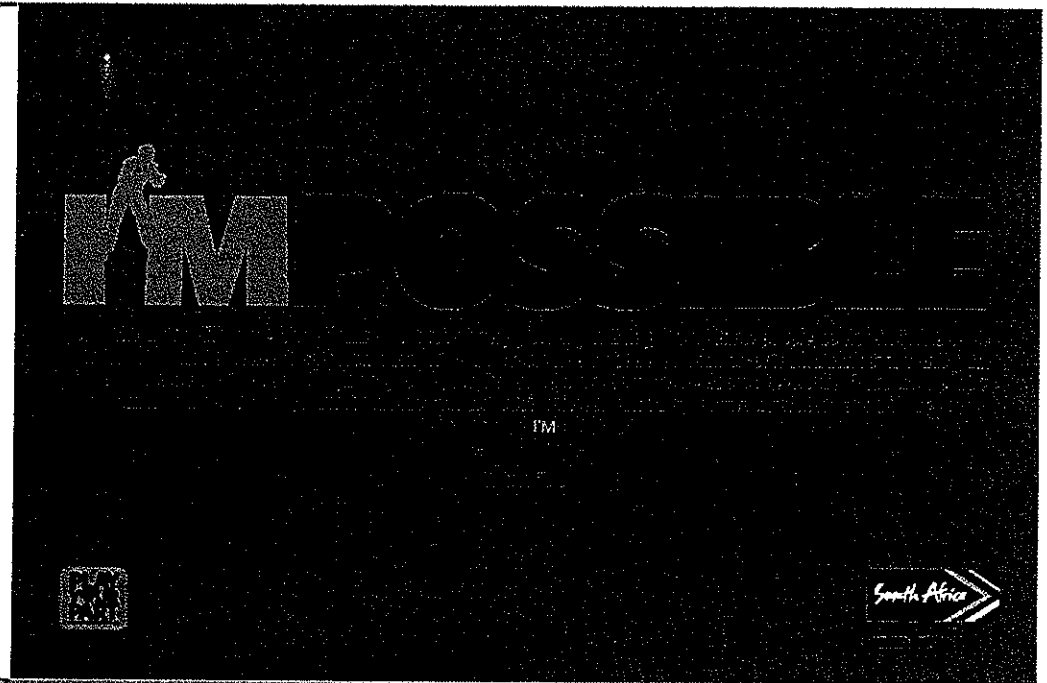
- Youth, Freedom

Print: Sunday Times  
The Star Newspaper  
Cost: R 600k  
Radio: R480k



Our freedom wasn't free.  
But what it inspired is priceless.

We'll never forget how far we've come. In just 27 years, we've achieved the impossible: inspiring the world with our freedom, peace and the hope for progress. In our celebration South Africa's 27th anniversary, the Freedom Month, and our children get ready to begin their tomorrow, let's be inspired to continue. Doing a good deed today can be proud of.



**SouthAfrica-info**  
Free South Africa info portal

No. 11 Apr 2012

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Welcome to SAInfo

If you're a South African at home or abroad, or if you're interested in visiting or investing in the country, this site is for you.

- Who we are: Brand SA
- Where you are: SAInfo
- Contact Brand SA
- Contact SAInfo

**Freedom Month 'to promote unity'**

President Jacob Zuma will lead the country in marking Freedom Month in April, celebrating "the achievements of all South Africans in moving away from hatred, divisions and a painful history to build a common future together", says the President.

**PLAY YOUR PART**

Current & upcoming events

- Arts & Entertainment
- Conferences & Events

Join the Virtual SA community

- Facebook
- Twitter
- Mobile
- RSS Feeds
- Newsletter
- Webinars

Make this my homepage

**Formula SA**

Media Clubs South Africa  
Free high-tech on phone, professional feature articles.

South Africa quick guide



Inspiring new ways

# Dance against drugs - KwaZulu Natal



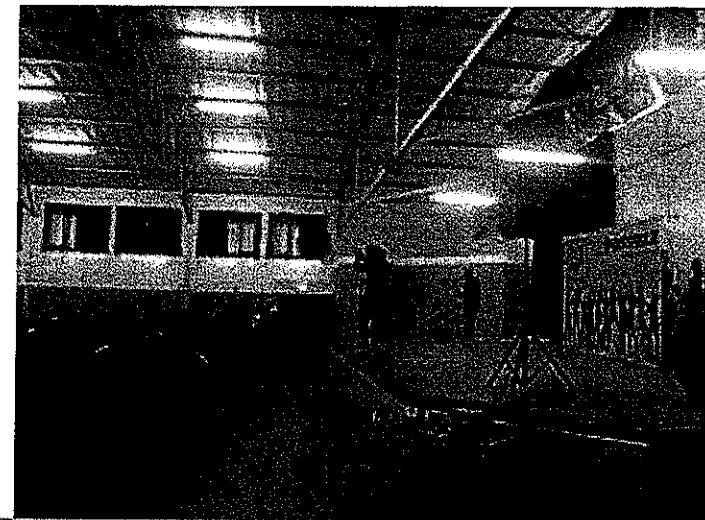
# Dance against drugs - Western Cape

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High School activation:

- Glendale Secondary
- Oval North High School Spineroad
- Spineroad High



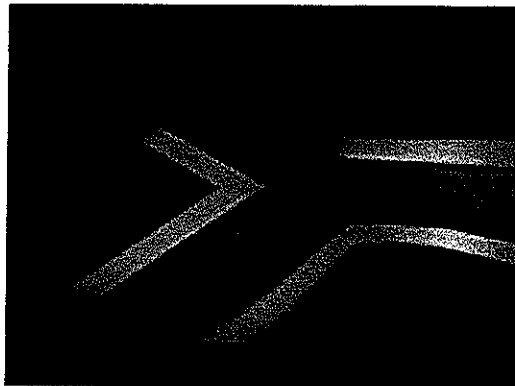
# Play Your Part TV support

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IT'S AMAZING WHAT OUR  
FREEDOM HAS INSPIRED

FREEDOM DAY  
27 APRIL 2013

VO: This Freedom Day let's remember what we've achieved and play our part in building on it.



# MEDIA RELATIONS

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- A range of opportunities were provided over the year to develop relationships with journalists in target markets in support of nation branding and reputation management
- Key messages to trade partners and tourists included the celebration of South Africa's 20 years of democracy and 20 years of competitive nation building
- Content was published :
  - Across all Brand South Africa communication platforms
  - Editorial media platforms
- Numerous media partnerships were entered into with the Times Media Group, CNN International and CNBC Africa
- The partnership with Goldman Sachs gave rise to the opportunity to host international media dialogues in the United Kingdom (UK), China and at WEF Davos on the 'South Africa at 20' report
- A number of media tours were conducted in the period:
  - Bloggers' tour of South Africa (journalists from UK, USA, China)
  - USA Hollywood film executives location scouting tour
  - Journalists from BRICS group of countries with focus on the Strategic Infrastructure Projects
  - Infrastructure media tour targeting journalists from Nigeria, Zimbabwe, Namibia and South Africa supported by Trade and Investment KZN, Nissan, the Automotive Industrial Development Centre and the City of Joburg's Bus Rapid Transport System



# DIGITAL COMMUNICATIONS

- Brand South Africa's digital media platforms were enhanced (technically and design-wise) across digital properties including:
  - [www.southafrica.info](http://www.southafrica.info); [www.medioclubsouthafrica.com](http://www.medioclubsouthafrica.com); [www.playourpart.co.za](http://www.playourpart.co.za); [www.brandsouthafrica.com](http://www.brandsouthafrica.com)
- The project (live date; 1 November 2013) included:
  - Technical updates on all sites to allow easier access, remove necessity of a dedicated mobile site and to make publishing more efficient
  - Redesign of all sites to carry a single consolidated design
  - Integration of all sites to allow for more efficient content sharing and traffic sharing
- Global South Africans website was launch in support of Brand South Africa's efforts of reaching South Africans living abroad
- 4 Mobile applications were published viz. South Africa Story, Possibility, Madiba Moments (published 6 December 2013) and 20 Years of Freedom
- Social Media
  - Social media platforms saw notable growth with engagement on Facebook increasing and Twitter being increasingly useful in telling the South African story
  - Immediacy of digital mediums provided Brand South Africa the opportunity to disseminate information speedily and contextualise live events e.g. SONA and live tweeting

5 124 578

• unique users visited southafrica.info

74 058

• Twitter followers across all accounts

2 397

• Mobile application downloads

737

• Articles published



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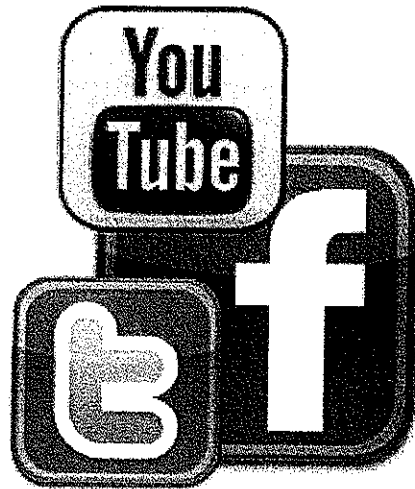


Inspiring new ways

# Play Your Part Series 1 digital

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- Play Your Part Series 1 support included:



- [www.playyourpart.co.za](http://www.playyourpart.co.za)



# STAKEHOLDER ALIGNMENT AND ENGAGEMENT



www.southafrica.gov.za



# STAKEHOLDER RELATIONS - GOVERNMENT PROGRAMME

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- Successful government partnerships include:
  - **Department of Transport:** Easter and December ‘Arrive Alive’ (online campaigns promoting road safety)
  - A Memorandum of Understanding (MoU) was signed with **Economic Development Department** for the design and execution of an integrated communications and marketing campaign for the Presidential Infrastructure Coordinating Committee programme
  - The existing partnership with **the dti** lent Brand South Africa support for its domestic activities including the joint hosting of engagement sessions with Foreign Trade Officers and the African Diplomatic Corps
  - **the dti**, Proudly South African and Brand South Africa jointly hosted the second annual Premier Business Awards
  - Brand South Africa also lent support to **the dti** on various International Trade Initiatives through development of marketing collateral and communication messaging support
  - Brand South Africa accomplished a successful collaboration with the **Department of Mineral Resources**, the **Department of Science and Technology**, **the dti** and several **State Owned Entities** in the running of the South Africa Pavilion at the Mining Indaba
  - Other partnerships included Lead South Africa, GCIS, Proudly South African and the Department of Arts and Culture for the launch of the “Freedom Friday” campaign

# STAKEHOLDER RELATIONS - CIVIL SOCIETY PROGRAMME

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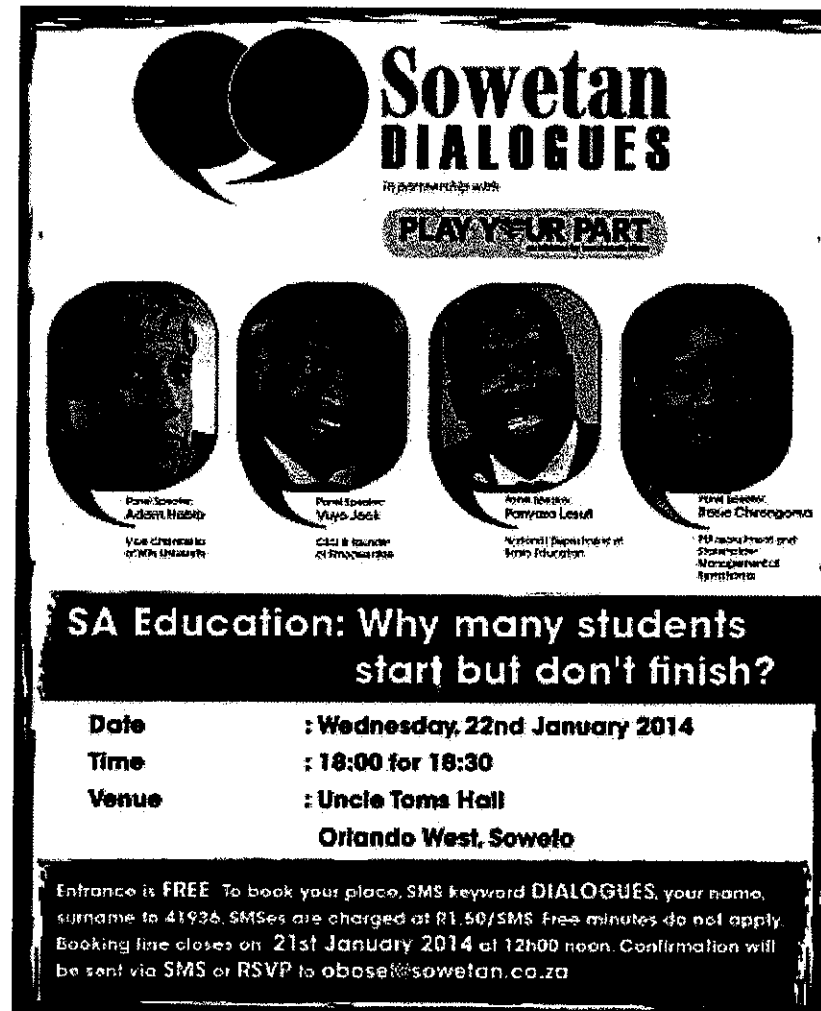
- The aim of the civil society programme was to popularise the National Development Plan (NDP) through a range of critical stakeholders
  - Programme with Faith Based Organisations (FBOs) in certain provinces focused on the role that FBOs can play in public policy and advocacy, building social capital through empowering communities, youth development and empowerment
- A “men’s dialogue” in partnership with Brothers for Life focusing on active citizenship and the role of men in curbing gender-based violence was successfully hosted with the support of Deputy President, Kgalema Motlanthe who delivered the keynote address and was broadcast on SABC TV
- Brand South Africa partnered with the National Planning Commission in the execution of the NDP dialogues with Youth. Highlights of the youth programme include:
  - Programme to popularise the NDP through highlighting the importance of active citizenship by coaching learners in schools across four provinces
  - A partnership with One Young World and the City of Joburg in hosting the 2013 One Young World Summit - a gathering of the brightest young people from around the world that empowers them to make lasting connections in aid of positive change in their lives and those of others
  - Hosting two BRICS workshops in Cape Town and in Johannesburg that targeted youth - also in partnership with One Young World
  - A partnership with the Global Dignity Group, Shanduka Adopt a School Foundation and Africa Empowered in the execution of a Schools Club programme aimed at instilling the value of active citizenry amongst the youth - 21 schools reached and 13 School Clubs were formed

# STAKEHOLDER RELATIONS - BUSINESS OUTREACH PROGRAMME

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- Brand South Africa's highlights of the business programme include:
  - A series of NDP dialogue sessions in partnership with business stakeholders to review the role of business and the implementation of the NDP (Eastern Cape with the Nelson Mandela Bay Chamber; Gauteng with the Black Business Council and KwaZulu-Natal with Trade and Investment KZN)
  - A Career Expo Day in Diepsloot with Transnet Freight Rail and the local Methodist Church - over 500 school children and unemployed youth reached
  - Stakeholder outreach session in Limpopo in partnership with Sanlam to create awareness around Brand South Africa's work and the Play Your Part programme
  - A thought leadership roundtable in collaboration with Africa 360 on the African Union's 50<sup>th</sup> anniversary with representation from African Development Bank and the NEPAD Business Foundation on the panel

# Stakeholder engagement: Soweto



**Sowetan DIALOGUES**  
in partnership with

**PLAY YOUR PART**

**Panel Speaker:**  
Adam Habib  
Vice-Chancellor  
of Wits University

**Panel Speaker:**  
Vuyo Jack  
CEO & founder  
of ProQuest

**Panel Speaker:**  
Panyaza Lesufi  
National Department of  
Basic Education


**Panel Speaker:**  
Rose Chroogoma  
HR and Project and  
Operations  
Management at  
Santam

**SA Education: Why many students start but don't finish?**


**Date** : Wednesday, 22nd January 2014  
**Time** : 18:00 for 18:30  
**Venue** : Uncle Tom's Hall  
Orlando West, Soweto

Entrance is FREE To book your place, SMS keyword DIALOGUES, your name, surname to 41936. SMSes are charged at R1.50/SMS. Free minutes do not apply. Booking line closes on 21st January 2014 at 12h00 noon. Confirmation will be sent via SMS or RSVP to [obose@sowetan.co.za](mailto:obose@sowetan.co.za)


# Stakeholder engagement: Polokwane



**Sowetan** In partnership with  
**DIALOGUES** **PLAY YOUR PART**



Panel Speaker:  
**Stanley Mathabatho**  
Limpopo Premier



Panel Speaker:  
**Elvis Masoga**  
Political Analyst

**Debating Zuma's State Of The Nation: Fact vs Fiction**

**Date** : Thursday, 6th March 2014  
**Time** : 18:00 for 18:30  
**Venue** : Ngoako Ramathlodi Sports Complex;  
Nelson Mandela, Seshego, Polokwane  
(Next to Police Station)  
**Facilitator** : Ntsieni "Bigdaddy" Ramabulana - Capricorn FM

Attendance is **FREE**. To secure a seat SMS keyword **DIALOGUES**, your name, surname to **41936**. SMSes are charged at R1.50/SMS. Free minutes do not apply. Booking line closes on Wednesday, 05 March 2014 at 12h00noon. Confirmation will be sent via SMS or RSVP to [obosel@sowetan.co.za](mailto:obosel@sowetan.co.za)

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# INTERNATIONAL INITIATIVES

# INTERNATIONAL FOCUS

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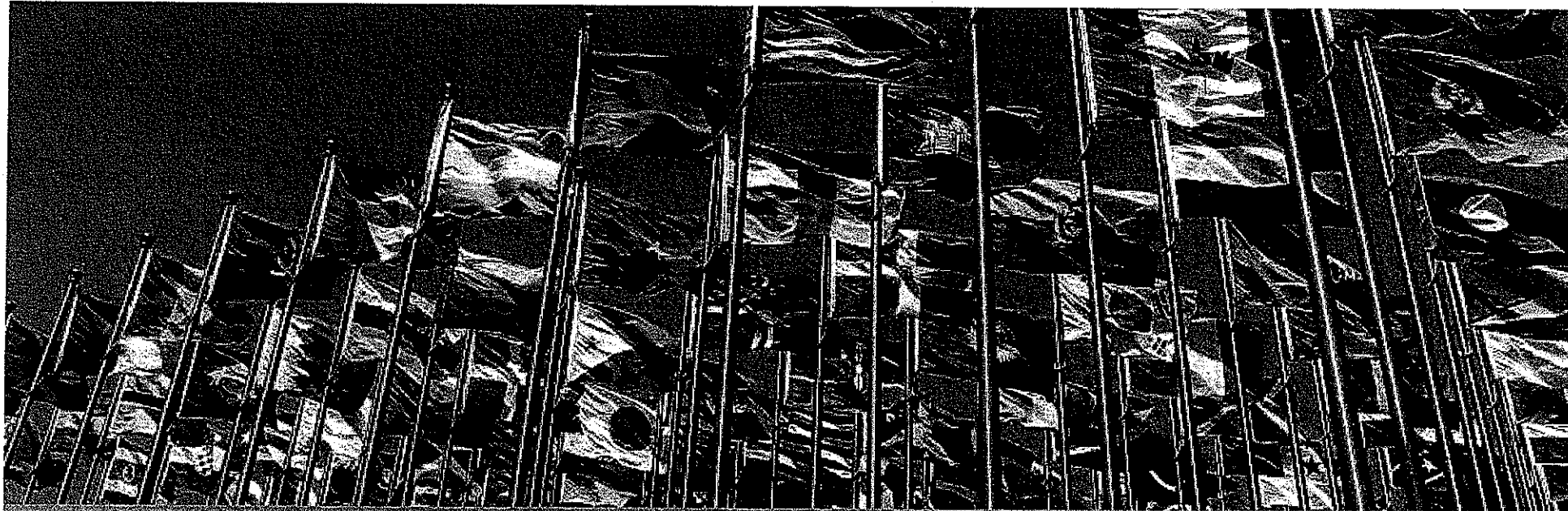
- International campaigns focused on the needs of investors in South Africa, exporters and Global South Africans
  - Investors: aim is to increase familiarity and knowledge of South Africa as a viable, world-class and profitable business destination in targeted international trade, investment and tourism markets
  - Strategies are aligned with the dti, the Department of International Relations and Cooperation (DIRCO) and South African Tourism (SAT)
  - Targeted countries include: China, India, the USA, the UK and European Union, UAE, Brazil and Russia
- Targeted advertising campaigns (broadcast, print and online) and other traditional marketing means are also used to raise awareness of South Africa's offerings to the international investor
- State Visits and Trade Missions
  - Outbound state visits present opportunities to market South Africa in the visited countries and in turn reach a wider pool of stakeholders with the narrative of South Africa's brand promise - three State visits to Senegal, Democratic Republic of Congo and Ghana were achieved in the period
  - Brand South Africa supported the Presidency with media programmes for its State programmes on key platforms that included WEF Africa, Nigeria and the USA State visit
  - Brand South Africa participated as a member of the Communications Task Team together with the dti, DIRCO and GCIS to manage communications relating to the official visit of the USA President to South Africa
- As part of expanding the Global South African network, Brand South Africa accompanied by Minister Chabane, hosted a successful stakeholder engagement session with South Africans in Sydney and Melbourne as part of the launch of Australia GSA Chapter as well as in the UAE

# WORLD ECONOMIC FORUM

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- WEF Davos
  - WEF Davos 2014 adopted the theme ‘The Reshaping of the World: Consequences for Society, Politics and Business’
  - Brand South Africa implemented a comprehensive media and stakeholder programme which included:
    - Media partnerships with eNCA, CNN, CNBC Africa and TIME
    - Development of key messages
    - Hosting of a ‘Thought Leadership’ breakfast and a stakeholder reception to further promote South Africa to the captive international audience
    - A stakeholder reception
- WEF Africa
  - Brand South Africa hosted a successful media programme and the official Welcome Reception for WEF Africa in partnership with the World Economic Forum - platform was used to articulate South Africa’s value proposition as a globally competitive business destination
  - Media programme included a media centre, a press conference and “live cross-over interviews with CNBC that profiled influential South Africans
  - The WEF Africa programme was succeeded by a post-WEF Africa discussion co-hosted by Brand South Africa and Frontiers Advisory





# COUNTRY REPORTS

*In line with Brand South Africa's objective of building the nation brand and improving South Africa's global competitiveness, active presence in key markets enables it to deliver on its strategies.*

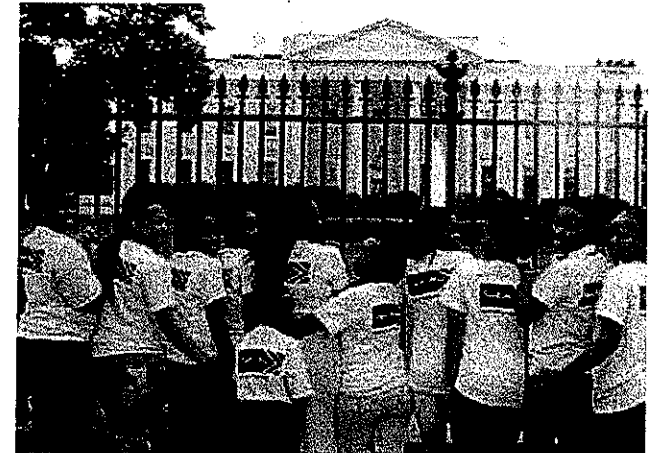


© Brand South Africa 2013

# UNITED STATES OF AMERICA (USA)

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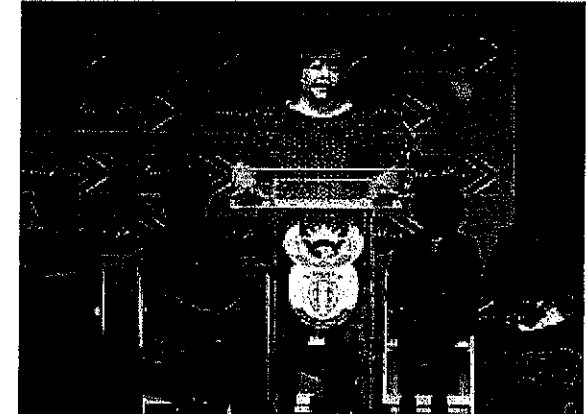
- To improve an understanding of South Africa's trade and investment opportunities, the following activities were carried out:
  - Successful management of an investor roadshow for the Finance Minister, Pravin Gordhan in New York, Chicago and Washington ahead of the International Monetary Fund/World Bank Spring Meetings
  - Hosted a business symposium and investor dinner in partnership with the Embassy where Science and Technology Minister, Derek Hanekom led a discussion on investment opportunities as well as other areas in which South Africa is an innovation leader
- In celebration of Freedom Day, Brand South Africa in conjunction with the Consulate of New York, arranged a full day exhibit of South African products, investment opportunities and tourism promotion at the Washington's Annual Passport DC event with a message of "solidifying South Africa as a business destination for investors"; drawing +/- 3000 visitors
- A message of hope, capacity and opportunity was shared at the Education Africa - Brand South Africa Awards Gala in New York
  - Brand South Africa Trustee - Geoffrey Rothschild, together with the University of Free State Rector - Jonathan Jansen, Pamodzi Holdings CEO - Ndaba Ntsele and Africa.com founder - Teresa Clarke were all honoured for their contributions to South Africa



# UNITED STATES OF AMERICA (USA)

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- Brand South Africa facilitated the facilitated an engagement between 35 Global South Africans working at the World Bank, The International Monetary Fund and the International Finance Corporation and the Ambassador to the USA which focused on issues relating to South Africa
- Through Brand South Africa's efforts, South African wine importers were represented at the Washington International Wine and Food Festival and serving of local wines at the inauguration of the National Press Club's new President
- Leveraged on David Tlale's (fashion designer) participation at New York Fashion Week by partnering with the dti and the New York Consulate General in hosting a media and fashion buyers to promote South Africa's fashion industry
- Supported Goldman Sachs' 'South Africa at 20 ' report and the USA release of the Nelson Mandela film 'Long Walk to Freedom'
- Handled all media relations, social media activity and all marketing collateral needs of the Consulate
- Arranged a memorial service at the Washington National Cathedral - attended by dignitaries and private stakeholders



# UNITED KINGDOM (UK)

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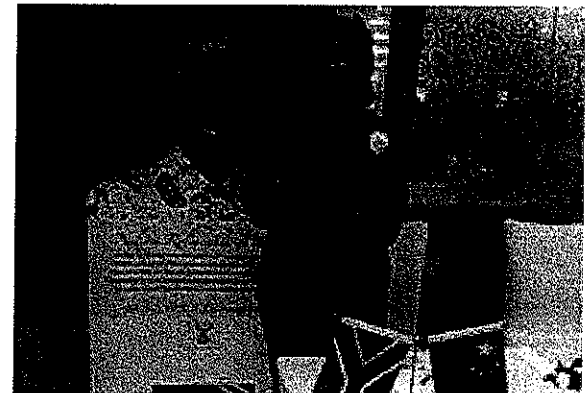
- Hosted a full week's engagement programme for Finance Minister, Pravin Gordhan and KwaZulu-Natal Premier, Zweli Mkhize (with six investor roundtables with key business and government figures)
- On Freedom Day, Brand South Africa contributed to the celebrations at South Africa House by sponsoring and organizing the performance of three of South Africa's leading UK-based musicians - Njabulo Madlala, Joyce Mohologae and Luyanda Jezile
- Attracted +/- 700 visitors and recruited 40 new recruits for the Global South Africans network through activating at the Homecoming Revolution event at London Expo 2014 in Olympia
- Leveraged on the launch of the Nelson Mandela film 'Long Walk to Freedom' by telling the South African story, further heightening media interest and the production of a feature documentary 'One Humanity, One Justice' by renowned filmmaker, Tony Hollingsworth



# CHINA

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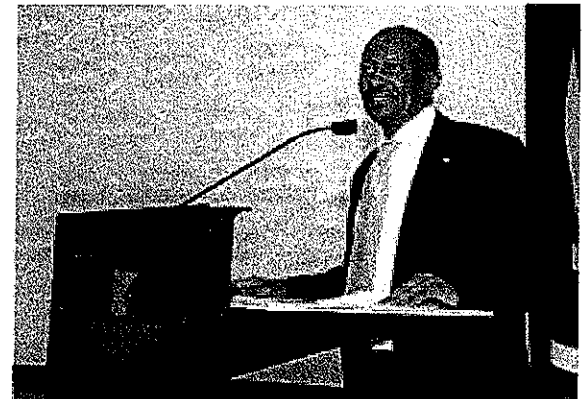
- A Country Manager for Asia was appointed by the Brand South Africa Board in September 2013 to strengthen South Africa's competitiveness and appeal to investors and businesses in the Chinese market
- Through the Country Manager, Brand South Africa:
  - Facilitated a Department of Trade and Industry programme and participation in the China International Fair of Investment and Trade and in the South African Expo
  - Assisted the Shanghai Consulate with business media coverage, media content distribution and press interviews for the media launch of '2014 Year of South Africa in China'
  - Initiated a Global South Africans programme in China with a verifiable database of 100 GSAs
  - Was present at Goldman Sachs' presentation of the 'South Africa at 20' report to the Chinese policy makers, SOEs, GSAs, banks and scholars
  - Highlighted the political stability, regulatory framework, contribution to global governance and social stability and efforts to fight crime



# AFRICA & MIDDLE EAST

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- The Africa and Middle East Regional Manager was appointed and a new Africa strategy was developed and approved by the Brand South Africa Board
- Together Brand Ghana, Brand South Africa hosted a business roundtable discussion - including the participation of the Ghanaian Minister of Trade and Industry and the Chief Executive of MTN in Ghana to promote South Africa and build relations
- Brand South Africa achieved the following with Nigeria:
  - Hosted a panel discussion and networking platform at the WEF Global Outlook Agenda meeting in Lagos in partnership with CNBC Africa
  - Two dialogue sessions were hosted with the Africa Diplomatic Corps stationed in South Africa with the aim of positioning South Africa positively
- Brand South Africa programme in the United Arab Emirates (UAE) was supported through a partnership with the South African Embassy and Consulate and Business Council. Through the partnership, Brand South Africa managed to host a dialogue session on the South African Infrastructure Build Programme with Global South Africans in the UAE
- With the support of the South African mission in the UAE as well as the local South African Business Chamber, Brand South Africa hosted a GSA roundtable - attended by Minister Chabane and was supported by a successful media programme (including interviews on radio and print media)



# OTHER

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- **Brazil**
  - Participated in an infrastructure media tour that enjoy publicity on radio and print
  - Communicated BRICS shared values through the hosting of a media programme that focused on business, governance, healthcare and technology
  - Supported International Trade Initiatives in Sao Paolo and marketed South Africa as a popular tourist destination
  - Offered thought leadership at the handing over of the hosting of the FIFA World Cup™ to Brazil
  - Instituted bi-monthly meetings with the Embassy to strengthen relations
  - Achieved media coverage valued at \$3 million
  
- **Germany**
  - The announcement of Mercedes-Benz increasing their operations in the local market helped solidify South Africa's standing as an investment destination in German
  - Launched a Global South Africans initiative to South Africans living in Germany to mobilise support and promote South Africa
  - A media focus on 'Women in Business' - showcasing leading female figures (private sector and government) and effectively managed perceptions of societal issues

# OTHER

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- India

- Hosted a roundtable at the South African Embassy in Mumbai to promote South Africa as a business destination and to promote bilateral trade relations between India and South Africa
- Publicity was generated from local media on the Freedom Day event hosted by the Consulate General in India and the Mandela Day celebrations further influenced the growing interest in South Africa
- The South Africa India Film and Television Awards in South Africa and South African Business Entering Media event, widespread positive news for the country in India was generated
- The BRICS values were communicated and there were efforts to promote an understanding of business opportunities in South Africa

- Russia

- Participated in various trade events in Moscow through a media programme and content development for World Food Moscow 2013 resulting in extensive media coverage on South Africa/Russia relations as well as the South African economic situation
- Building on South Africa's BRICS partnership, Brand South Africa gained media coverage in various mediums in Russia - publication of thought leadership pieces, attracted corporate leaders, fund managers and investors to engage in annual business roundtables
- Through activities and initiatives, Brand South Africa articulated South Africa's policy and promoted the country as a business destination communicated the BRICS shared values in Russia, demonstrated leadership in hosting global and positively shaped perceptions



# FINANCIAL STATEMENTS



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# STATEMENT OF FINANCIAL POSITION

for the year ended 31 March 2014

FIGURES IN RAND	NOTES	31 MARCH 2014	31 MARCH 2013 RESTATED*
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Prepayments	10	153,756	85,730
Operating lease asset	8		33,132
Receivables from exchange transactions	11	10,329,870	5,411,076
Cash and cash equivalents	12	16,090,346	30,510,446
		<b>26,573,972</b>	<b>36,040,384</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	4	2,637,376	2,147,834
Intangible assets	5	72,160	179,304
Heritage assets	6	133,556	133,556
Deposits paid	7	638,828	608,139
Operating lease asset	8	20,991	567,542
		<b>3,502,911</b>	<b>3,636,375</b>
<b>TOTAL ASSETS</b>		<b>30,076,883</b>	<b>39,676,759</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Finance lease obligation	13	144,932	120,917
Operating lease liability	8	187,851	701,323
Payables from exchange transactions	15	33,054,029	31,868,405
Provisions	14	1,157,400	1,094,219
		<b>34,544,212</b>	<b>33,794,864</b>
<b>NON-CURRENT LIABILITIES</b>			
Finance lease obligation	13	256,265	81,968
<b>Total Liabilities</b>		<b>34,800,477</b>	<b>33,876,832</b>
<b>Net Assets</b>		<b>(4,723,594)</b>	<b>5,799,927</b>
Accumulated (deficit)/ surplus		(4,723,594)	5,799,927

# STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2014

FIGURES IN RAND	NOTES	31 MARCH 2014	31 MARCH 2013 RESTATED*
Revenue	16	160,434,000	154,779,000
Other income	17	34,085,630	5,948,555
Operating expenses		(205,389,871)	(163,272,219)
<b>OPERATING DEFICIT</b>		<b>(10,870,241)</b>	<b>(2,544,664)</b>
Investment income	20	395,762	319,657
Finance costs	21	(49,042)	(204,177)
<b>Deficit for the year</b>		<b>(10,523,521)</b>	<b>(2,429,184)</b>

# STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2014

FIGURES IN RAND	ACCUMULATED (DEFICIT) / SURPLUS	TOTAL NET ASSETS
Opening balance as previously reported	8,228,738	8,228,738
Adjustments		
Prior year adjustments	373	373
<b>Balance at 01 April 2012 as restated*</b>	<b>8,229,111</b>	<b>8,229,111</b>
Changes in net assets		
Deficit for the year	(2,429,184)	(2,429,184)
Total changes	(2,429,184)	(2,429,184)
<b>Restated* Balance at 01 April 2013</b>	<b>5,799,927</b>	<b>5,799,927</b>
Changes in net assets		
Deficit for the year	(10,523,521)	(10,523,521)
Total changes	(10,523,521)	(10,523,521)
<b>Balance at 31 March 2014</b>	<b>(4,723,594)</b>	<b>(4,723,594)</b>

# CASH FLOW STATEMENT

for the year ended 31 March 2014

FIGURES IN RAND	NOTES	31 MARCH 2014	31 MARCH 2013 RESTATED <sup>1</sup>
<b>Cash flows from operating activities</b>			
<b>Receipts</b>			
Grants		160,434,000	154,779,000
Interest income		341,067	319,657
Other receipts		29,166,836	1,634,127
		189,941,903	156,732,784
<b>Payments</b>			
Employee costs		(32,725,239)	(25,804,636)
Suppliers		(169,790,552)	(98,379,049)
		(202,515,791)	(124,337,714)
<b>Net cash flows from operating activities</b>	23	<b>(12,573,888)</b>	<b>32,395,070</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	4	(1,702,614)	(1,153,721)
Purchase of other intangible assets	5	(11,770)	(168,885)
Purchases of heritage assets	6	-	(133,556)
Deposits paid		-	(390,172)
<b>Net cash flows from investing activities</b>		<b>(1,714,384)</b>	<b>(1,846,334)</b>
<b>Cash flows from financing activities</b>			
Finance lease payments		(106,894)	(94,615)
Finance costs		(24,934)	(25,074)
<b>Net cash flows from financing activities</b>		<b>(131,828)</b>	<b>(119,689)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>(14,420,100)</b>	<b>30,429,047</b>
Cash and cash equivalents at the beginning of the year		30,510,446	81,399
<b>Cash and cash equivalents at the end of the year</b>	12	<b>16,090,346</b>	<b>30,510,446</b>

# STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

for the year ended 31 March 2014

<b>BUDGET ON ACCRUAL BASIS</b>						
<b>FIGURES IN RAND</b>	<b>APPROVED BUDGET</b>	<b>ADJUSTMENTS</b>	<b>FINAL BUDGET</b>	<b>ACTUAL AMOUNTS ON COMPARABLE BASIS</b>	<b>DIFFERENCE BETWEEN FINAL BUDGET AND ACTUAL</b>	<b>REFERENCE</b>
<b>Statement of Financial Performance</b>						
<b>Revenue</b>						
<b>Revenue from exchange transactions</b>						
Other income	-	-	-	292,518	292,518	
Partnership Income	-	-	-	33,793,112	33,793,112	36
Interest received - investment	-	-	-	395,762	395,762	
<b>Total revenue from exchange transactions</b>	-	-	-	<b>34,481,392</b>	<b>34,481,392</b>	
<b>Revenue from non-exchange transactions</b>						
<b>Taxation revenue</b>						
Government grants & subsidies	160,434,000	-	160,434,000	160,434,000		
<b>Total revenue</b>	<b>160,434,000</b>	-	<b>160,434,000</b>	<b>194,915,392</b>	<b>34,481,392</b>	
<b>Expenditure</b>						
Personnel	(31,728,806)	-	(31,728,806)	(33,158,943)	(1,430,137)	
Depreciation and amortisation	(1,283,429)	-	(1,283,429)	(1,058,638)	224,791	
Finance costs	(8,390)	-	(8,390)	(49,042)	(40,652)	
Repairs and maintenance	(173,910)	-	(173,910)	(164,313)	9,597	
General Expenses	(126,972,798)	-	(126,972,798)	(168,632,483)	(41,659,685)	36
<b>Total expenditure</b>	<b>(160,167,333)</b>	-	<b>(160,167,333)</b>	<b>(203,063,419)</b>	<b>(42,896,086)</b>	
<b>Operating deficit</b>	<b>266,667</b>	-	<b>266,667</b>	<b>(8,148,027)</b>	<b>(8,414,694)</b>	
Loss on disposal of assets and liabilities	-	-	-	(134,953)	(134,953)	
<b>Loss on foreign exchange</b>	<b>(266,667)</b>	-	<b>(266,667)</b>	<b>(2,240,541)</b>	<b>(1,973,874)</b>	
	<b>(266,667)</b>	-	<b>(266,667)</b>	<b>(2,375,494)</b>	<b>(2,108,827)</b>	
<b>Surplus / (Deficit)</b>	-	-	-	<b>(10,523,521)</b>	<b>(10,523,521)</b>	

R E S U L T S

# PERFORMANCE RESULTS



2011/2012

# PERFORMANCE RESULTS - IMPACT

for the year ended 31 March 2014

IMPACT MEASURE/ INDICATOR	TOOL FOR MEASURING	ACTUAL 2010/11	ACTUAL 2011/12	ACTUAL 2012/13	TARGET 2013/14	ACTUAL Q4	
<b>1. Increased Competitiveness</b>	WEF-GCI Index	44 (54)	50	52	(45-55)	53	↓
Institutions		47	45	43	(40 - 50)	41	↑
Infrastructure		63	62	63	(55-65)	66	↓
Macro-Economic Stability		43	55	69	(40-50)	95	↓
Health and Primary Education		129	131	132	(126-136)	135	↓
Higher Education & Training		75	73	84	(67-77)	89	↓
Goods Market Efficiency		40	32	32	(35-45)	28	↑
Labour Market Efficiency		97	95	113	(92-102)	116	↓
Financial Market Sophistication		9	4	3	(4-10)	3v	↔
Technological readiness		76	76	62	(72-82)	62	↔
Market size		25	25	25	(22-32)	25	↔
Business sophistication		38	38	38	(33-43)	35	↑
Innovation		44	41	42	(36-46)	39	↑
<b>2. Improved International Reputation</b>		GfK Anholt Nation Brand Index	37	Overall ranking N/A	Overall ranking N/A	Overall ranking N/A	Overall ranking N/A
Brazil*	31		34	34	25-29	31	↑
China	38		37	37	31-33	32	↑
Egypt	34		40	37	32-36	35	↑
Germany	35		29	34	30-34	29	↑
India	20		19	19	15-19	21	↓
Japan	49		47	47	43-47	45	↑
Russia	46		43	40	38-42	43	↓
South Africa	3		4	7	1-4	9	↓
United Kingdom	26		30	30	24-28	35	↓
United States of America	38		40	35	32-36	35	↔
France	34		27	29	28-32	30	↓
<b>3. Increased Brand Equity</b>	Brand Finance Brand Valuation		N/A (\$135bn)	\$139bn	\$144	\$150	Annual target



# OVERALL Analysis

- Overall org performance - 86% excl tactical; Including tactical - 88.8%
- Three negative drivers to overall annual performance: SO5: Gov, Egypt and UAE.

1	Brand Alignment by Stakeholders	5	5	0	0	100%	5
2	Increased Pride and Patriotism	9	7	1	1	83%	4
3a	Positive perceptions about	4	4	0	0	100%	5
3b	Positive perceptions about	17	13	0	4	76%	4
4	Articulated contextualised SA policy	8	6	0	2	75%	4
5	Sustainable Organisation: OD	16	14		2	88%	4
5	Sustainable Organisation: Corp Affairs	2	2	0	0	100%	5
5	Sustainable Organisation: FM	6	4	0	2	67%	3
5	Sustainable Organisation: Governance	2	1	0	1	50%	2
	UK	5	5	0	0	100%	5
	USA	8	6	0	2	75%	4
	Brazil	23	22	0	1	96%	5
	China	23	19	0	4	83%	4
Market not activate	Egypt	0	1	0	0	0%	1
	Germany	18	18	0	0	100%	5
minated	India	24	23	0	1	96%	5
	Russia	17	16	0	1	94%	5
	UAE	15	4	0	11	27%	1
	Tactical opportunities	26	26	0	0	100%	5
	<b>Totals</b>	<b>228</b>	<b>196</b>		<b>32</b>	<b>86%</b>	<b>4</b>

# TACTICAL OPPORTUNITIES

as at 31 March 2014

PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	FINANCIAL IMPLICATIONS	COURSE OF ACTION TAKEN/DECISION
1. Youth dialogue session in partnership with One Young World	Invitation by One Young World	A partnership with One Young World in hosting a youth and business dialogues on BRICS in Cape Town	R255 000 - for travel costs	The global Chairman of Goldman Sachs, Jim O'Neal, led a discussion with One Young World, focusing on the role of South Africa in BRICS
2. One Young World Conference	Invitation by One Young World	Participation at the Johannesburg conference to drive active citizenship through the Play Your Part Programme		Participation at the conference to drive active citizenship through the Play Your Part Programme
3. Child Protection Week campaign in partnership with the Department of Social Development	Brand South Africa Stakeholder Relations	To partner with the Department of Social Development on the 'Child Protection Week' programme and implementing a below-the-line marketing campaign	None	Implemented a below-the-line marketing campaign aimed at advocating children's rights to reduce incidents of child abuse
4. Partnership with the Gauteng Provincial Legislature in an active citizenship campaign	Brand South Africa Stakeholder Relations	To partner with the Gauteng Provincial Legislature in an active citizenship campaign	None	A three-year 'Citizens Responsibility' campaign, aimed at renewing partnerships with communities and instilling pride and patriotism
5. Government stakeholder workshop to support the rebranding and positioning of the North West province	North West Premier's office	To support the North West province on their rebranding process to ensure alignment	R5 000 - for travel costs	Brand South Africa was invited to provide input on the strategic approach to the rebranding and repositioning strategy of the North West province
6. Mercedes-Benz New York Fashion Week	Brand South Africa and the New York Consulate General	To profile the South African design industry as well as fashion designer David Tlale at the Mercedes-Benz New York Fashion Week	R585 000	The event provided a branding and reputation management platform for Brand South Africa, through sponsorship and hosting of a media and fashion buyers event
7. 500 African Journalists Conference held in Grahamstown	Highway Africa	Hosted a workshop for African journalists on South Africa's role within BRICS	R25 000	Brand South Africa secured a partnership with Highway Africa to execute the workshop
8. Visit to Brand South Africa offices by the Gert Sibanda FET College	CEO	Hosted a workshop for 2 <sup>nd</sup> and 3 <sup>rd</sup> year students studying Marketing and Communications to expose them to nation branding	R7 000	Created exposure of the work of Brand South Africa and exposed the youth to nation branding
9. One Humanity, One Justice feature documentary film	Tony Hollingworth/Peter Hain Brand South Africa CEO and UK Country Manager	Opportunity to articulate the South African story, to ensure positive coverage of 20 years of freedom and democracy of South Africa.  Brand South Africa to provide media content and assist in marketing of the anti-apartheid film.	R500 000	Partnership in the production of the feature documentary in association with IDC, SAA, the dli and Tribute - Producers of Nelson Mandela events in 1990 and 1995
10. Reputation Institute - Release of 2013 Reputation Track - Country Reputation Report	Manager Research	Brand South Africa participated in the launch of the 2013 South Africa Reputation study results	None	Brand South Africa CEO presented the keynote speech and participated in a panel discussion on South Africa's reputation

PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	FINANCIAL IMPLICATIONS	COURSE OF ACTION TAKEN/DECISION
11. Round table and follow-up meetings with key South African arts and culture players in the UK to provide inputs for the 20 years of democracy celebrations	Brand South Africa UK Country Manager	Brand South Africa initiated round table in response to arts and culture practitioners	None	Brand South Africa UK Country Manager provided inputs to SAHC, DAC and Head Office. The second round table to follow in October 2014
12. Devised and executed a two-day programme for the Development Planning Department and the Finance Minister to engage with investors in the UK	Brand South Africa CEO	Brand South Africa was invited to partner/collaborate on a two-day programme for the Development Planning Department and the Finance Minister to engage with investors in the UK	None	Brand South Africa UK Country Manager set up media interviews and investor engagements in the UK
13. Visit by the ANCYL Task Force Chairperson to the UK to reassure investors	Honorary Consul for Midlands, Avi Lasarow	Developed a programme for the visit on the ANCYL Task Force Chairperson to the UK to reassure investors and hosted a round table with the High-Commissioner and key GSAs (UK)	R6000 for round table sponsorship by Old Mutual	Organised think-tank, media and round table with investors
14. Launch of the GSA German Chapter in Berlin	Initiated by Brand South Africa in conjunction with local GSA partner in Berlin	Launch of GSA Chapter in Berlin with event, speakers and South African music and artists	R120 000	Brand South Africa identified partner and key players in Berlin for the building of the GSA network in the future
15. Rising Stars event to celebrate South African youth achievers	Initiated by Brand South Africa UK Country Manager	Support Rising Stars event to inspire South African community and encourage active participation	None (Sponsor: Old Mutual)	Brand South Africa identified the Rising Stars event for involvement in future events and to inspire others in the South African community
16. Briefing to ABSA Executives	Programme Manager: Business	Engage with ABSA Executives, pre and during their travels to the USA	None	Briefing session hosted by Brand South Africa in Johannesburg prior to travel and a round table discussion hosted in the USA during travel
17. Premiere of Long Walk to Freedom	NMCF/Brand South Africa CEO	To enhance South Africa's image, consolidate perceptions with the Mandela story and build the GSA network.  Partnership to profile the film on various Brand South Africa communication platforms.		Provide access to the film premiere for targeted GSAs.
18. Oprah partnership	Associated Magazines	Profiling of Brand South Africa female executive through advertorials.  Presentation of a Play Your Part recognition certificate to Oprah.	None	Profile Brand South Africa female executives in Oprah magazine and presented Oprah Winfrey with A Play Your Part recognition certificate

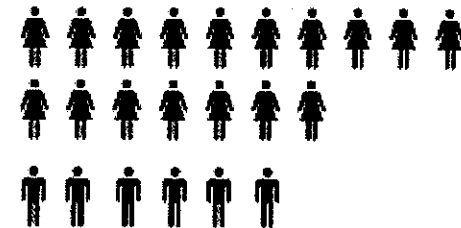
PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	FINANCIAL IMPLICATIONS	COURSE OF ACTION TAKEN/DECISION
19. WEF Global Outlook Agenda meeting in Nigeria	Brand South Africa	Networking platform targeting East African WEF members to positively change perceptions amongst targeted shareholders.	R400 000	Implemented a networking event in Nigeria at WEF Global Outlook Agenda meeting
20. Goldman Sachs 20-year Review report	Colin Coleman, Head of Goldman Sachs in South Africa	The Goldman Sachs 20-year review created the opportunity for a series of high-level dialogues about the achievements of and challenges facing South Africa in the next two decades and also provided an opportunity to lead the 20th anniversary debate on achievements and the way forward	None	Hosted a series of high-level dialogues about the achievements of and challenges facing South Africa in the next two decades. Hosted a series of high-end meetings for Goldman Sachs' Colin Coleman. Enhanced South Africa's image and stimulated constructive debate around achievements and shortcomings of first 20 years.
21. Nelson Mandela death	Not applicable	Hosted a memorial service at St Martins and Westminster. Contributed two major tributes (CNN, Africa Report) and ten TV interviews on CNN, BBC and Sky News.	None	Hosted a memorial service at St Martins and Westminster, in conjunction with key GSAs and UK players, and utilised the media interest to celebrate the values and achievements of Nelson Mandela and capture the essence of Mandela's life achievements and consolidate this with the South African nation brand
22. Times CEO Africa Summit	The Times/Michael Holman	Provided an opportunity to associate the South African brand with a prestige event and provide key thought-leaders with a platform for messaging		Raised South Africa's profile and advantages as a tourism and investment destination
23. Financial Times CEO Africa Summit in October 2014	Financial Times (FT) contact	Partnership between Brand South Africa and the Financial Times to host the 2014 FT CEO Africa Summit in London		Ongoing
24. South Africa in China '20 years of democracy' logo development	Brand South Africa Asia Programme Manager/DIRCO		None	Logo was approved by DIRCO
25. Partnership with International Sites of Conscience African Network for Gala Dinner at Constitution Hill	Constitution Hill CEO, Petal Thring	African Union Human Rights Memorial networking opportunity and speaking platform		Partnership at the African Union Human Rights Memorial networking event provided a speaking platform
26. Homecoming Revolution	Angel Jones	Opportunity to build perceptions of South Africa as a major player in African context and build GSA network		Re-positioned South Africa as key player with five other African countries to bring professionals and entrepreneurs back to the continent, in order to drive growth and development

# HUMAN RESOURCE REPORT



TOTAL	BLACK	%	COLOURED	%	INDIAN	%	WHITE	%	TOTAL
Top Management	3	9%	1	3%	0	0%	0	0%	4
Senior Management	9	28%	0	0%	1	3%	2	9%	12
Professionally qualified and experienced Specialists and Mid management	0	0%	0	0%	0	0%	1	3%	1
Middle Management	3		1		0				4
Semi-Skilled and discretionary decision-making	6	19%	1	3%	0	0%	1	3%	8
Unskilled and defined decision-making	2	6%	0	0%	0	0%	0	0%	2
People with disabilities	0	0%	0	0%	0	0%	1	3%	1
<b>TOTAL</b>	<b>23</b>	<b>72%</b>	<b>3</b>	<b>9%</b>	<b>1</b>	<b>3%</b>	<b>5</b>	<b>16%</b>	<b>31</b>
<b>FEMALE</b>									
Top Management	2	6%	1	3%	0	0%	0	0%	3
Senior Management	6	19%	0	0%	1	3%	0	0%	7
Professionally qualified and experienced Specialists and Mid management	0	0%	0	0%	0	0%	0	0%	0
Middle Management	2	6%	1	3%	0	0%	0	0%	3
Semi-Skilled and discretionary decision-making	6	19%	1	3%	0	0%	1	3%	8
Unskilled and defined decision-making	1	3%	0	0%	0	0%	0	0%	1
People with disabilities	0	0%	0	0%	0	0%	1	3%	1
Sub-total: Female	17	53%	3	9%	1	3%	1	3%	22
<b>MALE</b>									
Top Management	1	3%	0	0%	0	0%	0	0%	1
Senior Management	3	9%	0	0%	0	0%	2	9%	5
Professionally qualified and experienced Specialists and Mid management	0	0%	0	0%	0	0%	1	3%	1
Middle Management	1		0	0%	0	0%	0	0%	1
Semi-Skilled and discretionary decision-making	0	0%	0	0%	0	0%	0	0%	0
Unskilled and defined decision-making	1	3%	0	0%	0	0%	0	0%	1
People with disabilities	0		0		0		0		0
Sub-total: Male	6	19%	0	0%	0	0%	3	13%	9
<b>TOTAL PDI</b>		<b>72%</b>		<b>9%</b>		<b>3%</b>		<b>16%</b>	
Disabled	0		0		0		1		0
<b>GRAND TOTAL: M+F</b>	<b>23</b>		<b>3</b>		<b>1</b>		<b>5</b>		<b>31</b>
Percentage	72%		9%		3%		16%		100%

Black



Coloured



Indian



White



The Future

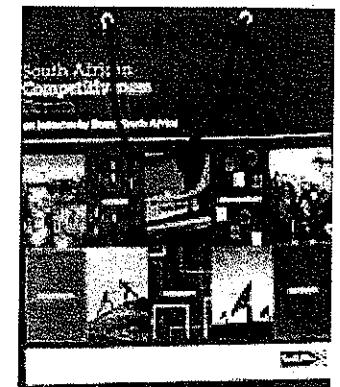
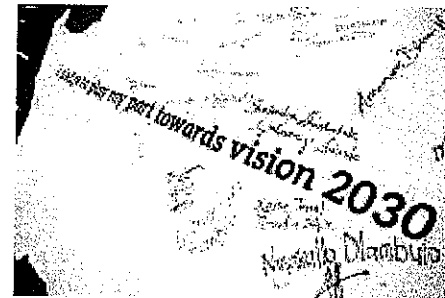
LOOKING AHEAD



# LOOKING AHEAD

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- Annual South African Competitiveness Forum (SACF)
- WEF Global & Regional Platforms
- Play Your Part Programme
  - NDP
  - Domestic mobilisation
  - Provincial Activations and Stakeholder Leveraging
- Ongoing Reputation Management





# LOOKING AHEAD

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## 1. Brand symbols and insignia (logo and payoff line):

- One nation brand identity should be mandatory for international marketing purposes.
- Provinces that market internationally must align to the brand identity for enhanced brand awareness and resource ROI.
- Let the image/content tell the story and the brand identity be the endorser to drive awareness, recognition and traction.

## 2. Country message development process:

- Involvement and input into country messaging process to drive message alignment.
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THANK YOU

