

NATION BRAND BUILDING BLOCKS

BRAND SOUTH AFRICA

ANNUAL REPORT 2014 | 2015



NATION BRAND

*“Brand is really just another word for reputation.
It’s what we stand or fall by.”*

It determines what people think and how they react to us, it has an effect on everyone who comes into contact with us. It is shaped gradually over time, not only in the things that we do, but in the way in which we do them. We can either go with the flow, or we can take control and have a say in how we are perceived.

By presenting ourselves coherently and consistently, we can more clearly articulate who we are and what we stand for. We can stand out and stand tall, united behind an uplifting visual and emotional representation of our nation brand.

South Africa is a place of contrasts and diversity – old and new, traditional and progressive, local and global, city and country, art and commerce. It is these intriguing contradictions that make it such a unique and vibrant nation – a nation where anything seems possible and achievable.

Opening the world’s eyes to the endless beauty and possibilities of South Africa brings more opportunities for all of us, and a worthwhile legacy to pass on to our children. And for visitors and investors, the brand opens doors to a place that’s like nowhere else on Earth, one that promises amazing, life-changing and profitable experiences.

An enhanced recognition for South Africa will mean we can welcome more corporate investment, more world-class events, and more visitors from every corner of the globe. This, in turn, will lead to more economic prosperity, higher levels of employment, and a better standard of living. Which in turn will bring more social cohesion and mobility, more aspiration and optimism. Which will lead to more investment... and so the circle begins again.

We aspire to be a nation our people and the world will draw inspiration from; inspiration to find new paths, new solutions, new possibilities, new experiences, new ideas and the will to make it happen.



ABOUT BRAND SOUTH AFRICA

Brand South Africa was established in August 2002 to help create a positive and compelling brand image for South Africa and to build the reputation of the country. Its overall mandate is to build South Africa's nation brand reputation that will contribute to South Africa's global competitiveness, and also inspire and instil active citizenship amongst South Africans.

The primary objective of Brand South Africa is to develop and implement a proactive reputation management and brand strategy that will create a positive and unified image of South Africa. Through the alignment of messaging and the building of a consolidated brand image, Brand South Africa strives to build pride and patriotism amongst South Africans and promote investment and tourism.

KEY PROGRAMMES

INTERNATIONAL MARKETING AND MOBILISATION

Brand South Africa's international programmes focus on the needs of investors in South Africa, exporters, and global South Africans, and aims 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. Key markets include China, India, the United States (US), the United Kingdom (UK) and European Union, United Arab Emirates (UAE), Brazil and Russia.

Targeted advertising campaigns, through broadcast, print and online media, and other traditional marketing techniques are used to raise awareness of all that South Africa offers to the international investor. Brand South Africa also engages with the global media, through projects such as Media Club South Africa and hosts inbound and outbound media tours to ensure positive perceptions about South Africa in key markets.



Inspiring new ways

GLOBAL SOUTH AFRICANS

Global South Africans (GSAs) are influential, well-placed South Africans abroad. Brand South Africa aims to mobilise the Global South African network behind a programme of investment, recruitment, skills identification, mentoring, skills transfer, study exchange and work experience initiatives to encourage positive perceptions about South Africa amongst target audiences. This is seen as an extension of the marketing initiatives in the host countries.

ON THE HOME FRONT

Domestically, Brand South Africa's aim is to contribute towards building and sustaining national pride and patriotism through encouraging active citizenship. This is being achieved through a number of projects to mobilise all South Africans to become brand ambassadors, to participate in promoting the country, as well as to make a positive contribution to social change.

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MINISTER'S FOREWORD

MS. FAITH MUTHAMBI, MINISTER OF COMMUNICATIONS



It is my privilege to present the Annual Report for Brand South Africa, detailing their programmes and activities, from 1 April 2014 to 31 March 2015.

The year under review saw a change in the Executive Authority to whom Brand South Africa reports, following changes in the National Executive in May 2014. Brand South Africa now reports to the newly formed Ministry of Communications.

During the past financial year, Brand South Africa, together with the rest of the country, commemorated 20 years of democracy, and played its part in showcasing the successes of our country's democracy to the world, through its international programmes.

As part of its domestic imperative, Brand South Africa is, as with all other entities, tasked with supporting the implementation of the National Development Plan (NDP), as South Africa's blueprint for socio-economic growth and development by 2030.

Through its domestic imperatives, Brand South Africa also aims to inspire and instil pride and patriotism amongst South Africans, and to drive active citizenship that will contribute to the successful implementation of the National Development Plan.

Brand South Africa is also tasked with co-ordinating nationwide communication and marketing initiatives to position South Africa as a globally competitive business and investment destination. This includes communicating South Africa as a stable democracy, with a sound financial system and a highly regulated banking sector.

It is pleasing to note that Brand South Africa has been able to co-ordinate the efforts of all stakeholders, from government, business and civil society, to build a positive and unified image of South Africa through, amongst others, ensuring brand and message alignment by key stakeholders. This included greater alignment and co-ordination of various government departments, who worked together as 'Team South Africa', and lent their support to each other, both locally and abroad, namely, the Office of the Presidency, the South African Government, the Department of Trade and Industry (the dti), Government Communication and Information System (GCIS) and South African Tourism.

I am also happy to report that Brand South Africa has made significant progress in fulfilling its mandate. This has been enabled by, amongst others, its keen focus on its business strategy and the successful implementation of its various programmes.

On behalf of the Department of Communications, I commend the efforts of the Board and the management team, and express our profound appreciation to all stakeholders who supported and were involved in the various programmes of Brand South Africa during the past year.


This report acknowledges the leadership and guidance of the late Minister in the Presidency, Mr Collins Chabane, who died tragically on the 15th March 2015. Minister Chabane provided strategic direction and exercised oversight over the work of Brand South Africa for the past five years. He was "a humble, disciplined, passionate and dedicated member of the Executive who was truly devoted to his work of improving the lives of the people of South Africa," and supported the nation branding endeavour with great dedication.

Let us continue to work together, to achieve the goals and ambitions of our National Development Plan, build the country's brand reputation, and inspire pride and patriotism among all South Africans. Let us play our part and move South Africa forward.



Ms. Faith Muthambi

Minister of Communications



'It is pleasing to note that Brand South Africa has been able to co-ordinate the efforts of all stakeholders, from government, business and civil society, to build a positive and unified image of South Africa through, amongst others, ensuring brand and message alignment by key stakeholders.'

CHAIRMAN'S REPORT

CHICHI MAPONYA



CONTRIBUTING TO THE NATIONAL DEVELOPMENT PLAN

2014 has been a momentous year for Brand South Africa, as we shared with the world and celebrated South Africa's 20 years of freedom and democracy. It also allowed us an opportunity to pause and reflect on the incredible progress and great strides we have made as a country and acknowledge the considerable socio-economic development of the past 20 years. While we have made significant progress in reversing historical legacies in our country, we concede that there is still much work to be done as South Africans, to implement the National Development Plan, to ensure an even brighter future for our country.

Brand South Africa's mandate is aligned to building the nation brand reputation in order to improve its global competitiveness, while inspiring and instilling pride and patriotism amongst South Africans, to drive active citizenry. This will be critical to ensuring that South Africa collectively and successfully implements the National Development Plan.

It is only through working together, with the support and involvement of all stakeholders, that we will implement Vision 2030, as the National Development Plan is also referred to. To this end, Brand South Africa plays a critical role in strengthening and deepening stakeholder and partner alignment, as well as integration, which is aimed at positioning South Africa positively, through the implementation of various brand and reputation management strategies in both international and domestic markets.

NATION BRAND BUILDING BLOCKS

In the year under review, Brand South Africa focused on promoting the National Development Plan (NDP), celebrating 20 years of freedom and democracy, positioning the South African brand locally and internationally, building a competitive nation and driving active citizenship through our domestic mobilisation campaigns.

This is a mammoth task with immense responsibility. Through the support of and collaboration with various stakeholders, Brand South Africa has made steady progress in carefully positioning these important nation brand building blocks, in line with the Brand South Africa business strategy and implementation plans.

HIGHLIGHTS OF THE 2014/15 FINANCIAL YEAR

The 2014/15 year has been equally exciting and challenging for the South African nation brand. Brand South Africa commemorated 20 years of democracy, which filled the nation with pride and inspired us to continue to strengthen and consolidate our many freedoms. The organisation continued to execute its mandate to position South Africa as a reliable and attractive investment destination on a range of international platforms, including the BRICS Summit and the World Economic Forums in Abuja (Nigeria), Tianjin (China) and Davos (Switzerland). In addition, it successfully supported and partnered with a range of stakeholders to build pride and patriotism amongst the citizens of the country.

Some of the highlights of our achievements in the 2014/15 year in support of the NDP include:

Brand and message alignment by stakeholders:

- Successfully launched an integrated 20 years of democracy campaign, aimed at seeding the country's positioning and celebrating 20 years of democracy.
- Increased the reach and awareness of the Play Your Part (PYP) programme through the active involvement of youth in the National Development Plan discourse.
- Launched and hosted the inaugural Nation Brand Masterclass to ensure brand alignment, in partnership with the Marketing Association of South Africa and the Vega School of Marketing.
- Continued to support the dti through the design and development of marketing collateral and messaging for the various International Trade Initiatives (ITIs), namely in the Democratic Republic of Congo (DRC), the China Expo, the United Arab Emirates (UAE), Zimbabwe and Japan.

The active citizenship campaign focused on the NDP, 20 years of democracy achievements and civic pride:

- Successfully launched a 13-part, 48-minute television (TV) series that showcased South Africans playing their part, which was flighted on the local SABC 2 channel from July to September 2014. The series was also flighted on South African Airways (SAA) through its in-flight entertainment.
- Mobilised PYP and Global South African (GSA) Ambassadors to drive positive news about the country domestically and internationally.

Positive positioning of South Africa amongst target audiences:

- In order to identify key reputational issues that might impact on the country's relations with partners on the continent, Brand South Africa conducted field research work in Kenya, Ghana, Nigeria and Angola.
- The organisation also concluded the year with the results from the 2014/15 National Perceptions Audit, which revealed that:
 - » South Africa is a country with a relatively young population with more than 50% aged below 34 years. This implies that the nation brand is characterised by a youthful profile with a healthy demographic outlook.
 - » South African society is increasingly affluent, characterised by 15% growth in the Living Standards Measure (LSM) 7-10 in the past 10 years.
 - » After 20 years of democracy, South Africans are still proud and patriotic, with national pride indices standing at: Pride index 80%; Active citizenship index 68%, and Social cohesion index 73%.

INTERNATIONALLY

Amid increasing international competition and a challenging environment, Brand South Africa made significant progress to establish a firm footprint in its identified international markets. Through our association with the BRICS nations (Brazil, Russia, India and China) we were able to strategically position the country, and take advantage of the growing interests and the developing relationships between the BRICS nations, to market South Africa to these new audiences.

Internationally, stakeholder engagement was supported by various tactical instances that delivered numerous opportunities to leverage significant media coverage and actively engage with our Global South Africans (GSAs), investors, and governments, to increase positive perceptions of South Africa and to strengthen the nation brand's reputation.

As part of our international outreach programme, and through our focused resources, significant inroads were made in Africa and the Middle East, as well as in China. Strategic engagements were undertaken in all targeted markets to articulate and contextualise South African policies with regards to competitiveness, through successful round table discussions, thought leadership seminars and targeted investor briefings.

DOMESTICALLY

For South Africans, the year was both historic and proud. South Africans took to the polls for the fifth time since the first historic democratic elections of 1994. The year also marked South Africa's 20 years of freedom and democracy.

Brand South Africa used the opportunity to solidify and further enhance our country's reputation, and encourage active citizenship through various activities aimed at building pride and patriotism amongst South Africans. The organisation partnered with government, business and civil society to drive social cohesion and nation brand ambassadorship.

A photograph of a group of young South African children in school uniforms, looking attentively to the right. The image is overlaid with a yellow banner at the top and a yellow text box at the bottom left. The children are of various ages and are dressed in white shirts and grey sweaters. The background is slightly blurred, suggesting an indoor setting like a classroom or a school assembly.

'After 20 years of democracy, South Africans are still proud and patriotic, with national pride indices standing at: Pride index 80%; Active Citizenship index 68%, and Social Cohesion index 73%.'

Our national Play Your Part programme, robust communication strategy and active engagement with various domestic stakeholders reinforced our efforts to build and sustain national pride and patriotism.

INTO THE FUTURE

The work of Brand South Africa is carefully mapped out in its mandate and business strategy, which is underpinned by the goals of Vision 2030/National Development Plan. Strategically working to increase South Africa's competitiveness and build on the positive perceptions and reputation, Brand South Africa will continue to embed the nation brand vision of a country that will inspire and provide inspiration to our people and the world: inspiration to chart new paths, new solutions, new possibilities, new experiences, new ideas and the will to make it happen – by telling our great story of inspiration.

APPRECIATION

On behalf of the Board of Trustees, my appreciation goes to President Jacob Zuma for his continued support of Brand South Africa and to the late Minister in the Presidency, Collins Chabane, and his Deputy Minister, Obed Bapela, for their constant leadership and valued guidance. As the Executive Authority, the late Minister played a significant role in the work of Brand South Africa and was instrumental in driving greater cooperation between the various entities tasked with marketing South Africa, at home and abroad. We are pleased to report that significant progress has been made in this regard, for which we are eternally grateful.

We also welcome the change in Brand South Africa's Executive Authority to the Ministry of Communications and look forward to working with the Minister and her team to further enhance the work of Brand South Africa. In her budget vote speech, the Minister acknowledged the number of reputation enhancing developments which have been leveraged by Brand South Africa to position the country positively here at home and abroad, and indicated that the focus of the entity going forward will be on establishing a strong domestic presence and focussing on the African continent. The 2016/21 Strategic Plan and the 2016/17 Annual Performance Plan will be premised on repositioning Brand South Africa accordingly.

To my fellow Board members and the Brand South Africa team, I thank you all for your continued support and dedication to building the nation brand and reputation of South Africa.

On behalf of the Board of Trustees, I offer our special thanks and acknowledgement to the outgoing former Chief Executive Officer (CEO), Mr Miller Matola, whose term of office expired at the end of this financial year, for his commitment to the work of Brand South Africa, and his passion and relentless leadership in delivering on the mandate and driving the business strategy of the organisation.

I call on all South Africans to respect and acknowledge our past, celebrate the present, and work towards building a new future together. I invite you to actively join hands with Brand South Africa in building the nation brand of this country. Your brand ambassadorship is our greatest asset.



Chichi Maponya

Chairman: Board of Trustees
Brand South Africa

ACTING CHIEF EXECUTIVE OFFICER'S REPORT

ALICE PUOANE



The year 2014 has been a proud and equally turbulent year for South Africa. We celebrated 20 years of democracy and freedom, witnessed the country's fifth national democratic elections, and watched with pride when after 40 years, a South African, Ms. Rolene Strauss, was crowned Miss World 2014.

We also saw our democracy intensify with robust engagements in Parliament, challenges with energy security, and a downgrade of the four major commercial banks by Moody's in response to events in the financial industry.

These developments attest to the fact that South Africa remains a country in transition and thus we must embrace what is referred to as a living democracy. Our democracy is in progress and is being continuously forged in relation to new realities.

As South Africans, we must continue to play our part, to ensure that our hard-won democracy is not eroded in our quest to exercise our democratic freedoms, irrespective of the cost and consequences. This forms the basis of building a solid foundation for our nation brand to thrive and improve the global competitiveness of the country.

The work of Brand South Africa must be strengthened by the collective effort of all stakeholders, namely, government, business and civil society, who aim to position South Africa as an attractive business, investment and tourist destination.

The 2014/15 financial year was a significant year for Brand South Africa, as we located our efforts to position South Africa as a globally competitive country, within the objectives of the National Development Plan (NDP). We also worked to inspire and instil pride and patriotism amongst South Africans and to drive active citizenry.

DOMESTIC MOBILISATION

Domestically, we continued to deepen and strengthen our Play Your Part (PYP) programme, a national initiative that encourages all South Africans to contribute to positive change, build pride and patriotism, and contribute to social cohesion and nation brand ambassadorship.

During the year in review, Brand South Africa further entrenched the PYP campaign by successfully launching a 13-part, 48-minute TV series showcasing South Africans playing their part, which was flighted on the local SABC 2 channel from July to September 2014. Its reach was also extended through flighting the TV series on South African Airways (SAA) in-flight entertainment. Each of the 13 episodes of the TV series, showcase South Africans playing their part and focused on nation-building themes (namely Civic Pride and Patriotism; Paying it Forward; Mobilising Active and Responsible Citizens; and Encouraging a Healthy and Productive Society), along with the respective ambassadors who

A photograph of two men fishing on a boat. The man in the foreground is wearing a white cap and a grey t-shirt, smiling broadly. The man in the background is wearing a blue cap and a light-colored t-shirt, also smiling. They are both holding fishing rods. The boat is white, and the background shows a clear blue sky and the ocean.

‘As South Africans, we must continue to play our part, to ensure that our hard-won democracy is not eroded in our quest to exercise our democratic freedoms, irrespective of the cost and consequences. This forms the basis of building a solid foundation for our nation brand to thrive and improve the global competitiveness of the country.’

exemplify active citizenship, by playing their part in various ways and utilising their available resources or talents. In this regard the PYP ambassador programme is gaining good traction with ambassadors regularly forming part of campaigns and lending their voice and support to these specific campaigns.

The PYP programme relies on the involvement of all South Africans, thus great emphasis is placed on reaching even more South Africans and driving a deeper sense of pride and patriotism. It is this spirit that will drive the creation of a culture of active citizenship in our country.

Notable engagements during the past year include the Sowetan dialogues in Gauteng, Northern Cape and the Western Cape, in partnership with the Sowetan newspaper, which brought together leaders and communities in order to facilitate dialogue about issues that affect communities and nation building, with a strong focus on promoting the pillars of the National Development Plan, as well as inspiring civic pride.

The PYP programme was also extended to partnerships with various government departments in national programmes, business in joint initiatives that are aligned to the PYP objectives, and civil society through schools, Faith-Based Organisations, youth and ordinary South Africans to build social cohesion and drive active citizenry.

During the past financial year, the organisation worked closely with a number of partners to build a positive and unified image of South Africa and made significant progress in ensuring brand

alignment. Brand South Africa developed a Corporate Identity Toolkit that is used in the training of various stakeholders, to ensure message and brand alignment. In addition, the launch of the inaugural Nation Brand Masterclass in partnership with the Marketing Association of South Africa and the Vega School of Marketing further supports marketers with tools to profile the nation brand in support of greater alignment as a country.

MEDIA PROGRAMME

Our robust media programme served to support our strategy in improving perceptions about South Africa amongst target audiences. During this financial year significant progress was made in facilitating a number of media interviews for Ministers and thought leaders; hosting inbound and outbound media tours for journalists from key markets, distributing thought leadership articles on areas of strategic importance, and actively engaging with the media to drive targeted programmes to ensure the country, its policies, its offerings, and its successes in strategic areas are promoted.

The digital enhancements on our four primary websites in the previous financial year continued to encourage increased traffic to these sites. We have seen a definite year-on-year upward trend in both the total unique users as well as viewer sessions, for all Brand South Africa online entities, linked to specific events and activities.

STRATEGIC ENGAGEMENTS

The annual Mining Indaba, in February 2015, provided an opportunity for international mining analysts, fund managers, investment specialists, and government leaders to meet and deliberate on current economic and mining developments with the world's leading experts on African mining.

Brand South Africa leveraged on the Mining Indaba to host an investor workshop on the margins of this annual event. The workshop elicited robust and engaging discussions about the mining sector and its challenges, with the Ministers of the Department of Mineral Resources (DMR) and the Department of Trade and Industry (the dti), participating as panellists.

Going forward, Brand South Africa will further leverage on the annual Mining Indaba and host multi-stakeholder engagements, to ensure sustainability in African mining, and elevate South Africa's competitive advantage in the mining sector.

Stakeholder engagement on issues that impact both positively and negatively on the nation brand's reputation and competitiveness continued to gain traction with key stakeholders. Through active participation in the outreach programmes of government, business, youth and Faith-Based Organisations, Brand South Africa was successfully able to popularise the NDP, articulate and contextualise South Africa's policies that impact on factors of competitiveness, and collaborate on initiatives to improve brand competitiveness.

Significant progress was made to reach the youth through partnering with, amongst others, PrimeStars in a programme called 'Step up To a Start Up' that teaches vital lessons of entrepreneurship to disadvantaged high school learners; One Young World and the City of Joburg in hosting the 2014 One Young World Conference, which gathers together the brightest young people from around the world, and empowers them to make lasting connections, to create positive change in their lives and the lives of other people; and with the Nelson Mandela Foundation through a number of initiatives with the Youth Caucus, a school clean-up in Bekkersdal for Mandela Day, and in hosting the 12th Annual Nelson Mandela lecture.

INTERNATIONAL INITIATIVES

The State Visit to the People's Republic of China was a tremendous success, which is a reflection of the strong and deepening bilateral, trade and investment relations between South Africa and China. Brand South Africa produced all the content related to the visit, including the key messages, marketing collateral, media briefing and delegation information packs for the State Visit Business Forum programme, which included a South Africa Companies Business Briefing session, a Plenary Session, a Presidential Business Lunch, a Ministerial Media Conference and Briefings, and four Business breakaway sessions.

The team also facilitated and executed a robust media programme for the State Visit Business Programme, and secured interviews for seven of the Ministers participating in the State Visit, as well as Brand South Africa's Executives, and Executives of South African State Owned Enterprises.

The World Economic Forum (WEF) in Davos continues to be a strategic platform for Brand South Africa to position the country as a competitive investment destination. Through a successful media and stakeholder programme with the message: 'South Africa is open for business' Brand South Africa successfully presented the remarkable growth and development of the continent and was within the Top 10 most visible countries at WEF Davos.

In addition, South Africa was also actively promoted as a reliable and attractive investment destination at the BRICS Summit and the World Economic Forums in Abuja (Nigeria) and Tianjin (China).

Our Global South Africans (GSA) programme is now well established in key target markets and continues to grow in numbers through active engagement, involvement and communication with GSAs in the host countries.

MOVING INTO AFRICA

The Africa programme was enhanced with field research in markets such as Ghana, Nigeria, and Kenya. The findings of this research has assisted Brand South Africa with an improved understanding of how the continent views South Africa, and will assist in implementing strategic programmes in Africa.

Brand South Africa also hosted a stakeholder and media dialogue in Angola, with the objective of positioning South Africa as an attractive investment destination of choice, which was well received and further served to strengthen our relationships in the DRC and Angola.

COMPETITIVENESS RANKINGS

South Africa's global reputation is shaped by perceptions of investment, immigration policies and environment, exports, people, culture and heritage, governance, and tourism.

Findings from the 2014 Domestic Perceptions Study indicate that South Africans see the future of the country positively through their expectations for future generations. This, combined with the fact that the country's demographic profile is predominantly youthful (under 34 years), means that South Africa has a dynamic, young and aspirational society that can drive innovation and development.

While there is a strong sense of national pride, the key concerns, which also impact on pride to some extent, pertains to crime, corruption, and a lack of job opportunities. These factors are well recognised as key social challenges the country has to work to overcome.

It is also interesting to note that 56% of the respondents to the survey indicate that citizens should focus on solutions, rather than only the problems confronting the country. South Africans are also willing to take action, rather than waiting for someone else, which is an important element of the work of Brand South Africa in encouraging active citizenry.

The 2014/15 World Economic Forum's Global Competitiveness Index indicates that South Africa has improved in seven (7) of the 12 pillars on which countries are assessed. These speak to the success of South Africa's collective efforts to create the conditions that will lead to improvements in the lives of the citizens of our country. These pillars are also aligned to the National

Development Plan and the improvements show that we are making strides in implementing this plan.

Key findings on South Africa's national competitiveness in the 2014 Institute for Management Development (IMD) World Competitiveness Report indicate that South Africa's overall position improved by one position to 52 out of 148 economies; with improvements recorded in the country's economic performance and infrastructure. The financial sector and South Africa's well-established corporate governance track record, remain key competitive offerings to the world; however, the country dropped in position on business efficiency, and government efficiency which is a cause for some concern as we position the country as an investment destination.

South Africa's main attractiveness feature is infrastructure, which also records significant improvements in the World Economic Forum's Global Competitiveness Index, as well as the 2014 Ibrahim Index of African Governance Report. This bodes well for our economic growth and development since good infrastructure is attractive to investors and makes it easier to conduct business more efficiently and effectively.

The results of the 2014 Ibrahim Index of African Governance also saw South Africa's overall position move from five (5) to four (4) and improved in eight (8) of the sub-indicators.

Through monitoring and evaluating various research studies, we are able track the overall performance of South Africa's nation brand, its reputation, and its competitiveness. It also informs our business strategy, and reflects our progress in creating positive perceptions and maintaining a stable reputation as a country.

ORGANISATIONAL PERFORMANCE

Despite challenges of inadequate funding, high staff turnover and changes in reporting, Brand South Africa successfully delivered against all key areas of our business plan. Our efforts to reorganise and improve our ability to deliver on our mandate are making steady progress with the approval of our new organisational structure, which increases our staff complement to 57 employees. This will allow us to expedite our mandate and reduce the heavy workload on existing staff.

The continued collaboration with government departments continues to be a key focus area, to ensure the cooperation and support of key departments in the work of Brand South Africa, and in the implementation of a proactive and consistent reputation management plan for the country. In this regard, the organisation continues to position itself as a strategic partner in matters that seek to position the country as a competitive destination of choice and ensure it continues to communicate a positive and unified story of South Africa.

Training during the past year focused on skills development across all functions to improve staff competencies, together with the awarding of eight new bursaries to our employees for further study programmes.

In addition, the successful migration of all the performance contracts onto the electronic platform, Smart HR, has resulted in a paperless function, and will reduce administrative processes over time.

Employees continued to participate in teambuilding events, through our Employee Values Programme as well as our Employee Benefits Loyalty Awards Programme, to foster greater collaboration across functions. These programmes are designed to ensure that the organisation remains on track as a sustainable organisation, with a team that is dedicated and committed to Brand South Africa and to South Africa.

THE FUTURE

Going forward, Brand South Africa will continue to position South Africa as an investment destination of choice, which is critical to contributing to the country's developmental agenda, that includes economic growth and development, social cohesion and job creation.

As an organisation, we will strive to strengthen and deepen our stakeholder and partner alignment and integration through the implementation of various brand and reputation management strategies. The success of this lies in working with a variety of stakeholders both locally and internationally, including the media, to improve the awareness and brand image of the country in key markets.

Internationally, our focus will remain on strategic partnerships and collaborations with key stakeholders to improve perceptions and build a strong brand image. Work will be intensified in extending the reach and involvement of GSAs through our GSA programme to develop a critical mass that promotes our country message.

In South Africa, our efforts will focus on strengthening our PYP programme to support the NDP, through our various programmes as well as PYP ambassadors, to encourage active citizenship and to continue making a difference in the country. Working with a variety of stakeholders we will continue to tell our story of our nation brand and instill pride and patriotism amongst South Africans. The new Brand South Africa Corporate Identity toolkit and the Nation Brand Masterclass are the strategic training tools that will progress our efforts on brand alignment and country messaging with stakeholders.

THANKS AND APPRECIATION

During the past year, we successfully delivered on our mandate of building South Africa's nation brand reputation in order to improve the country's global competitiveness. This was achieved through the support of a number of stakeholders with whom we partnered, to ensure greater co-ordination and unlock synergies; our dedicated and committed Brand South Africa team, as well as the many South Africans, both locally and abroad, who continue to fly the South African flag as a proud nation.

I am confident of the strong foundations that have been laid to deliver on the mandate of the organisation, and know that the building blocks are in place to build a nation brand of which we can all be proud.



Alice Puoane

Acting Chief Executive Officer
Brand South Africa

'South Africa's main attractiveness feature is infrastructure, which also records significant improvements in the World Economic Forum's Global Competitiveness Index, as well as the 2014 Ibrahim Index of African Governance Report.'



CORPORATE GOVERNANCE

BOARD OF TRUSTEES

Influential figures in South African government, business and civil society serve on the Board of Brand South Africa.

Happy Ntshingila
Deputy Chairman



Charlotte "Chichi" Maponya - Chairman



Miller M Matola
Chief Executive Officer
Brand South Africa
Term of Office ended 31 March 2015



Mzimkulu Malunga



Geoff Rothschild



Thebeetsile Ikalafeng



Dr Cassius Lubisi
Term of Office expired 11 August 2014



Ajay Gupta



Clayson Monyela



Connie Molusi



Dr Danny Jordaan



Deon Huisamer



Mninawe Silinga



Moss Leoka
Term of Office expired 11 August 2014



Paula Fray



Phumelele Nzimande



Phumla Williams



Pumla Ncapayi



Ralph Mupita
Resigned on 11 September 2014



Ramasela Ganda
Term of Office expired 11 August 2014



Rick Menell



Ryland Fisher



Sandile Zungu
Resigned 21 October 2014



Stavros Nicolaou



Timothy Scholtz
Term of Office expired 11 August 2014



Wayne Morris



Zwelibanzi Mntambo

BOARD OF TRUSTEES

Brand South Africa was established as a Trust. The Board of Trustees of Brand South Africa regard good corporate governance as being vital to the success of the organisation's business.

All Trustees are Non-executive, except the CEO. The Audit and Risk Committee (ARCO) also consists of Independent Members.

EXECUTIVE AUTHORITY

The Minister of Communications, Ms. Faith Muthambi, is the Executive Authority of the organisation, in accordance with the Public Finance Management Act (PFMA) No.1 of 1999 and the Brand South Africa Deed of Trust.

CORPORATE GOVERNANCE

Brand South Africa is a schedule 3A Public Entity that is registered as a Trust in terms of the Trust Property Control Act 57 of 1988.

The Board of Trustees and Executive Management are committed to the principles of openness, integrity and accountability as advocated by the King III Report on Corporate Governance in South Africa.

RISK MANAGEMENT

During the year under review, the organisation conducted an enterprise-wide Risk Assessment and developed a Risk Management Strategy as well as a Risk Materiality Framework.

Reporting and compliance assessments were conducted in terms of the National Treasury Regulations (2005 as amended), the PFMA and the Trust Property Control Act 57 of 1988.

A Regulatory Compliance Checklist was developed and implemented during the last quarter of the financial year in an effort to mitigate regulatory compliance risk.

FRAUD AND UNETHICAL CONDUCT

The Trust adopted a Policy on Whistle-blowing to encourage employees to report acts of fraud, dishonesty and any other forms of unethical behaviour. Employees are assured that they would not suffer any form of victimisation for making use of the whistle-blowing facility. This is consonant with the requirements of the Protected Disclosures Act No.26 of 2000.

DISCLOSURE OF CONFLICTS OF INTERESTS

There were no breaches of governance procedures recorded during the 2014/2015 financial year. Trustees have a duty to disclose their interests in any of the items that are on the agenda at Board meetings, and there were no conflicts of interest recorded during the reporting year.

BOARD EVALUATIONS

Annual Board and Board Committee evaluations were conducted during the year under review as recommended in the King III Report on Corporate Governance in South Africa. These evaluations were conducted by means of a self-evaluation of the Board and its Committees.

BOARD REMUNERATION

The Trustees were not remunerated for their services during the reporting year. This has been the practice ever since the Trust was created.

CODE OF CONDUCT

The Trustees of Brand South Africa remain committed to achieving high standards of business integrity and ethics across all its activities. During the year under review, the Board of Trustees approved a Code of Conduct which, among other things, sets out the required standard of conduct expected of Trustees; how to deal with dissent; as well as how to manage conflicts of interests, expected disclosures and the management of external appointments.

The Board is committed to maintaining a high standard of corporate governance and issues of good governance will continue to receive the attention of the Board, its Committees, as well as Management.

APPOINTMENT OF TRUSTEES AND BOARD COMPOSITION

The Trust Deed provides that the Board should comprise of no less than 20 Trustees, with a maximum of 30 Trustees. All Trustees are appointed by the President of the Republic of South Africa for a term of three years.

During the period under review, Brand South Africa had 28 Trustees, of which 27 were Non-executive with only the Chief Executive Officer (CEO) being an Executive Trustee. However, by financial year-end, the Board had a total of 20 Trustees due to the expiration of their respective tenures and resignations due to other business commitments.

The offices of the Chairman and the CEO are separate and there is a clear division of responsibilities between the roles. The office of the Chairman is occupied by a Non-executive Trustee, Ms. Chichi Maponya, who is primarily responsible for the strategic leadership of the Board. Mr. Happy Ntshingila serves as the Deputy Chairman of the Board.

The CEO is supported by an Executive Management Committee (EXCO), comprising the executive management team, and is responsible for the operational management of the organisation. EXCO is also responsible for implementing the decisions of the Board in pursuit of Brand South Africa's mandate and objectives.

BOARD SECRETARIAT FUNCTION

The Director: Governance, Legal and Board Secretariat serves as the Board Secretary and is responsible for ensuring proper administration of Board proceedings and providing support and guidance to the Board on matters relating to governance, legislation, compliance and ethics. Responsibilities include the preparation and circulation of Board papers and minutes of meetings, ensuring that feedback is provided to the Board and its Committees, keeping Trustees abreast of laws and legislation relevant to or affecting the organisation, and ensuring the proper retention of the Trust's records.

Additionally, the Board Secretary has certain statutory duties to perform in terms of the Companies Act No. 71 of 2008 and other regulatory requirements. The Chairman and all Trustees have unrestricted access to the services of the Board Secretary.

The Director: Governance, Legal and Secretariat also ensures that Brand South Africa's processes and practices are reviewed and benchmarked on an ongoing basis in order to ensure compliance with local and international standards. Among others, Brand South Africa has continued to register its logo and pay-off line: "South Africa: Inspiring New Ways" in various strategic jurisdictions on the African continent and all over the world.

BOARD POWERS AND PROCEDURES

The Board has a Charter which provides a concise overview of:

- The demarcation of the roles, functions, responsibilities and powers of the Board, the Executive Authority, the individual Trustees, the Committees and the employees of the Trust;
- Matters reserved for final decision-making or pre-approval by the Board; and
- The policies and practices of the Board for such matters as corporate governance, declarations of conflicts of interest, Board meeting documentation and procedures, and the induction, training and evaluation of Trustees and members of Board Committees.

Within the powers conferred upon the Board by the Trust Deed, the Board has determined its main function and responsibility as adding significant value to Brand South Africa by:

- Retaining full and effective control of the organisation;
- Determining the strategy and strategic objectives of the Trust;
- Determining and setting the tone of the company's values, including principles of ethical business practice;
- Bringing independent, informed and effective judgement to bear on material decisions of the Trust, including policies and approval of the Trust budget; and
- Satisfying itself that Brand South Africa is governed effectively in accordance with best corporate governance practice, including risk management, internal control systems and general oversight.

BOARD MEETINGS

The Board met formally four times during the 2014/15 financial year as per the scheduled meetings. All the Board meetings were held at Brand South Africa's head office in Houghton.

BRAND SOUTH AFRICA BOARD MEETINGS 2014/15

NAME	SURNAME	TITLE	25/04 2014	25/07 2014	28/11 2014	17/02 2015
Chichi	Maponya (Chairman of the Board)	Ms.	√	√	√	√
Happy	Ntshingila (Deputy Chairman of the Board)	Mr.	X	√	√	√
Miller	Matola (Brand South Africa CEO)	Mr.	√	√	√	√
Ajay	Gupta	Mr.	X	X	X	X
Cassius	Lubisi	Dr.	√	X		
Clayson	Monyela	Mr.	√	√	√	√
Connie	Molusi	Mr.	X	X	X	√
Danny	Jordaan	Dr.	X	√	√	√
Deon	Huysamer	Mr.	√	√	√	√
Geoff	Rothschild (Chairman: ARCO)	Mr.	√	√	√	√
Mninawe	Silinga	Mr.	X	X	X	X
Moss	Leoka	Mr.	X	√		
Mzimkulu	Malunga (Chairman: HR/REM & SECO)	Mr.	√	√	√	√
Paula	Fray	Ms.	√	√	√	√
Phumelele	Nzimande	Ms.	√	√	√	X
Phumla	Williams	Ms.	X	X	X	X
Pumla	Ncapayi	Ms.	√	√	√	√
Ralph	Mupita	Mr.	X	X		
Ramasela	Ganda	Ms.	X	X		
Rick	Menell	Mr.	√	X	√	√
Ryland	Fisher	Mr.	√	√	√	√
Sandile	Zungu	Mr.	X	X		
Stavros	Nicolaou	Mr.	X	√	X	√
Thebeetsile	Ikalafeng (Chairman: MARCO)	Mr.	√	√	√	√
Timothy	Scholtz	Mr.	√	√		
Wayne	Morris	Mr.	√	√	√	√
Zwelibanzi	Mntambo	Mr.	√	X	√	X

BOARD COMMITTEES

In terms of the provisions in the Board Charter, the Board is mandated to form Committees necessary for carrying out its fiduciary duties. The Committees have an important role to play in the maintenance of high standards of governance and in achieving increased effectiveness within the organisation in line with King III and other corporate governance instruments.

The Board Committees are:

- Audit and Risk Committee (ARCO)
- Human Resources and Remuneration and Social and Ethics Committee (HR/REM & SECO)
- Marketing Committee (MARCO).

All Board Committees comprise members of the Board, and members of the Executive Management attend only by invitation. All Committees are empowered to obtain external or independent professional advice, as they consider necessary, to carry out their duties and are chaired by Non-Executive Trustees.



AUDIT AND RISK COMMITTEE (ARCO)

The responsibilities of ARCO include, but are not limited to, the following:

- Ensuring the integrity, reliability and accuracy of accounting and financial reporting systems;
- Evaluating the adequacy and effectiveness of internal audit and risk management;
- Maintaining transparent and appropriate relationships with the respective firms of external auditors;
- Reviewing the scope, quality and cost of the statutory audit and the independence and objectivity of the auditors;
- Ensuring compliance with applicable legislation and the requirements of regulatory authorities, especially the Public Finance Management Act (PFMA); and
- Overseeing compliance with Codes of Good Corporate Governance Practice and Ethics.

During the period under review, ARCO held four meetings as per the organisation's annual calendar, which requires a meeting at every quarter. The Committee also held a special meeting to approve the annual financial statements. Mr. Geoff Rothschild was the Chairman of the Committee during the period under review.

MEMBERS			MEETING DATES					
NAME	SURNAME	TITLE	17/04 2014	22/05 2014	15/07 2014	23/07 2014	20/10 2014	20/01 2015
Geoff	Rothschild (Chairman)	Mr.	√	√	√	√	√	√
# Ramasela	Ganda	Ms.	X	X	X	X		
Deon	Huysamer	Mr.	√	√	X	√	√	√
Mninawe	Silinga	Ms.	X	X	X	X	X	X
Connie	Molusi	Mr.	X	X	X	X	X	X
Khumoetsile	Gaesale	Ms.	√	√	X	X	X	√
Wayne	Morris	Mr.	√	√	√	√	√	√
Luyanda	Mangquku	Mr.	√	X	√	X	√	√
*Gugu	Mtetwa	Ms.			√	√	X	√
*Thuli	Mashanda	Ms.			X	√	X	√
*Davison	Dyiwa	Mr.			X	√	X	√

- Ms. Gugu Mtetwa, Ms. Thuli Mashanda and Mr. Davison Dyiwa were appointed as Independent Committee Members on 23 June 2014.
- # Ms. Ramasela Ganda retired as a Brand South Africa Trustee due to the end of her term of office on 11 August 2014.

HUMAN RESOURCES, REMUNERATION AND SOCIAL AND ETHICS COMMITTEE (HR/REM & SECO)

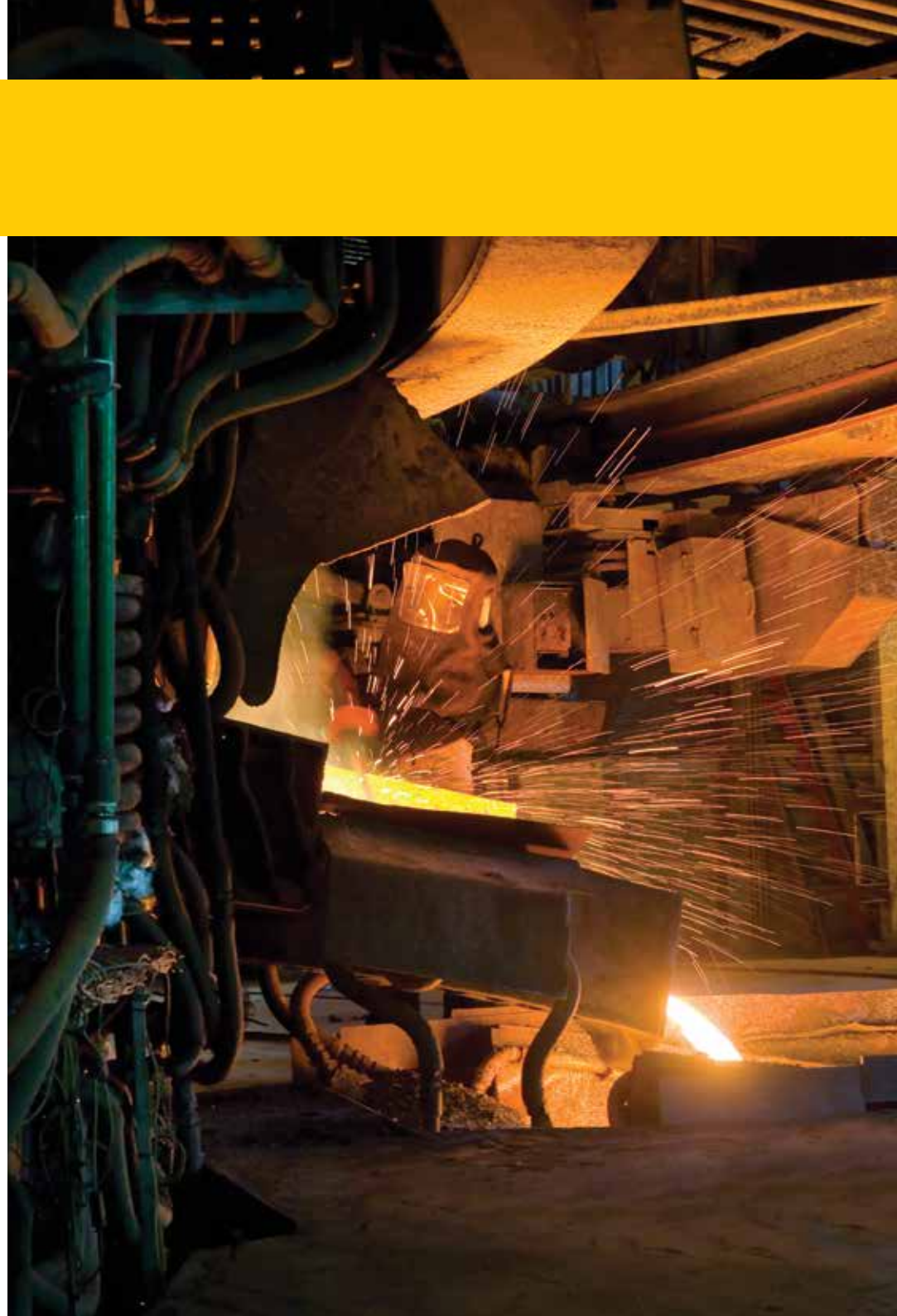
The terms of reference of the HR/REM & SECO, as approved by the Board, deal with membership, structure, authority and duties. The responsibilities of this Committee include making recommendations to the Board on:

- All policy matters that affect the employer/employee relationship;
- All policy matters dealing with remuneration, recruitment, selection, appointment and the remuneration of Executives;
- All policy matters that affect the mental, social and physical well-being of staff;
- All policy matters relating to the Social and Ethics Committee as contemplated in the Companies Act No. 71 of 2008; and
- Approving human resource strategies and the organisational structure.

HR/REM & SECO held four meetings during the period under review and the Committee was chaired by Mr. Mzimkulu Malunga.

MEMBERS			MEETING DATES			
NAME	SURNAME	TITLE	11/04 2014	03/07 2014	02/10 2014	05/02 2015
Mzimkulu	Malunga (Chairman)	Mr.	√	X	√	√
* Moss	Leoka	Mr.	X	√		
Ryland	Fisher	Mr.	√	√	√	√
Paula	Fray	Ms.	√	√	√	√
Geofrey	Mphaphuli	Mr.	√	X	√	√
Phumelele	Nzimande	Ms.	√	√	√	√
Phumla	Williams	Ms.	√	X	X	X

- * Mr. Moss Leoka retired as a Brand South Africa Trustee due to the end of his term of office on the 11th of August, 2014.



MARKETING COMMITTEE (MARCO)

MARCO is responsible for advancing the mandate of Brand South Africa through overseeing the development and implementation of effective marketing and communications strategies.

Its mandate includes:

- Reviewing the marketing policy and protocols, and to recommend same to the Board for approval;
- Offering expert advice and feedback on Brand South Africa's marketing and communications activities and resources;
- Identifying areas of marketing and communications weaknesses and recommending remedial actions;
- Acting as a resource to advise management on serious communications issues; and
- Reviewing and recommending corporate profile policies and issues related to Brand South Africa's branding.

During the reporting year, MARCO was chaired by Mr. Thebe Ikalafeng and held four meetings.

MEMBERS			MEETING DATES			
NAME	SURNAME	TITLE	25/04 2014	25/07 2014	17/11 2014	17/02 2015
Thebe	Ikalafeng (Chairman)	Mr.	✓	✓	✓	✓
Anande	Nothling	Ms.	X	✓	X	X
Clayson	Monyela	Mr.	✓	X	X	✓
Danny	Jordaan	Dr.	X	X	✓	✓
Deon	Huysamer	Mr.	✓	✓	X	✓
Geoffrey	Rothschild	Mr.	✓	✓	✓	✓
Happy	Ntshingila	Mr.	X	✓	X	✓
Phumla	Williams	Ms.	X	X	X	X
Pumla	Ncapayi	Ms.	X	X	✓	✓
Rick	Menell	Mr.	✓	X	X	X
Stavros	Nicolaou	Mr.	✓	✓	X	✓
** Timothy	Scholtz	Mr.	X	✓		
Wayne	Morris	Mr.	✓	✓	X	✓

- ** Mr. Timothy Scholtz retired as a Brand South Africa Trustee due to the end of his term of office on the 11th of August, 2014.

NATION BRAND PERFORMANCE



PERFORMANCE OF THE NATION BRAND

The mandate of Brand South Africa is to build a nation brand reputation that will contribute to South Africa's global competitiveness, and that will inspire and instill active citizenship amongst South Africans. Through a proactive marketing and communication strategy and the delivery of various programmes, Brand South Africa seeks to create a positive and unified image of South Africa; one that builds pride, promotes investment and tourism, helps new enterprises grow, and supports job creation.

South Africa's global reputation is shaped by perceptions of investment; immigration policies and environment; exports; people; culture and heritage; governance; and tourism. In order to understand and monitor the overall performance of the nation brand and how these shape international perceptions of South Africa and its global reputation, Brand South Africa commissions, and subscribes to several research instruments, as well as conducts research within South Africa, to monitor and evaluate the performance of the nation brand, update its business strategy, and inform its stakeholders and partners on South Africa's reputation and competitiveness.

Research and knowledge management is therefore integral in supporting the organisation to deliver on its mandate. In keeping with Brand South Africa's international and domestic mandates, the research notes produced provide insight into the issues that impact on the South African psyche, national pride, and international reputation. The research notes are essentially analytical pieces that highlight trends in reports on South Africa that are generated by external agencies, institutes and multilateral organisations.

The research notes also aim to highlight key findings, and these together with research from studies commissioned by Brand South Africa are shared with key stakeholders and the nation.

During the period under review, the research team continued to track the performance of the nation brand on a range of indicators, whilst it also implemented an innovative research project to conduct its own in-depth fieldwork research and based on the findings, provided the organisation with a strategic analysis of South Africa's nation brand profile as well as perceptions of its engagements on the African continent.

This section presents a range of indicators, as well as key findings from the research conducted by Brand South Africa to understand the performance of the nation brand in terms of: competitiveness, reputation, and domestic perceptions and trends that impact on the performance of the brand.

The research strategy for 2014/15 was focused on delivering research insights to internal and external stakeholders, through the development and delivery of:

- Background discussion documents for thought leader sessions
- Internal strategic and environment analysis documents
- Briefing documents to special Brand South Africa platforms
- Content generation for Public Relations and Communications activities
- Support to stakeholder platforms and programmes
- Briefings on nation brand performance and reputation to government, business and civil society stakeholders
- Tracking of the country performance in selected indices over a period to monitor and evaluate the nation brand performance
- Hosting Research Reference Groups and the planning, and execution of the South Africa Competitiveness Forum
- Supplying proof points for country messaging.

RESEARCH PUBLICATIONS

An essential component of the work of the research team is to prepare research notes that aim to highlight key findings, and to share research from studies commissioned by Brand South Africa with stakeholders and the nation.

During the 2014/15 financial year, the research team was able to share the findings from Brand South Africa's International Investor Perceptions research at a Seminar hosted at Wits Business School, and also shared the Research and Outcome Report from its 2013 inaugural South Africa Competitiveness Forum with a number of stakeholders. The first in a series of research notes was also released at the Wits Business School Seminar, which marked the beginning of a distinctly new phase for Brand South Africa research. Through the implementation of a strategic publications programme based on research findings from surveys, index analysis, and direct fieldwork studies, Brand South Africa will be able to share more in-depth information and analysis on the nation, its competitiveness, its reputation, and related issues with stakeholders.

Research notes and reports provide feedback on a range of issues and aims to inform debate regarding South Africa's reputation, role and exposure to international markets. Published research notes for the year in review included:

- International perceptions of South Africa in a complex emerging market environment
- South African Nation Brand Country Reputation Reports: An orientation
- South Africa Overall Reputation Report
- Country Report - China
- Country Report - India
- Country Report - Brazil
- Country Report - Russia
- Country Report - United States
- Country Report - United Kingdom
- Country Report - Germany
- Country Report - France
- A lesson for Brand South Africa from Nigeria: Be bold, keep it real, and make it quick - A conversation on the art of Nollywood success
- Researching the Nation Brand: Background to the concept and initial findings from fieldwork in Kenya and Nigeria
- African market entry strategy: Learning to listen and listening to learn
- Lessons from the investing in African Mining Indaba 2015
- Working with the Nation Brand perspectives from Global South Africans living 'Down Under'



THE SOUTH AFRICA IN(C) RESEARCH PROJECT

The South Africa In(c) research project's purpose is to delve deeper into the realities of the nation brand and essentially what South Africa Incorporated faces, when it trades with, invests in, lives in, and travels to, peer African countries. The implementation and successful execution of the fieldwork strategy in key African markets is part of Brand South Africa's efforts at positioning the organisation as a thought leader on national reputation and competitiveness.

The research project set out to answer primarily three questions:

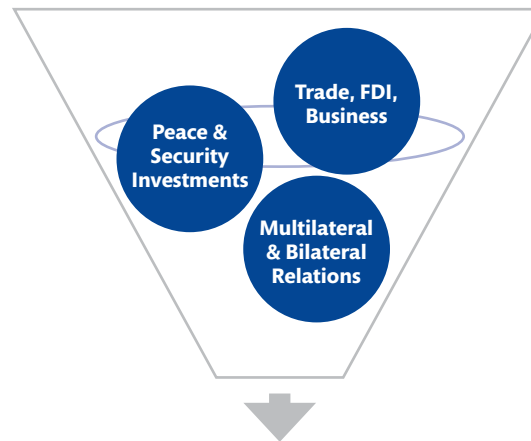
- Who is the nation brand in peer African markets?
- What does South Africa and South Africans do there?
- How are the things that we do, perceived or seen, and how does it impact on the nation and nation brand?

This project developed a comprehensive analysis of the reputation and the extent of multi-sectorial interactions, South Africa and South Africans have with the continent. Brand South Africa's research team worked in close cooperation with the organisation's Africa and Middle East programme to maximise organisational knowledge and impact in these targeted markets.

Why South Africa Incorporated? Essentially Brand South Africa designed this research project to interrogate South Africa's exposure to, reputation in, and strategic relations with peer African States. This project interrogates South Africa's footprint in African markets, taking into consideration a range of sectors and realms of cultural interaction.

This research study takes an analytical approach to interrogate the reputation of the country as it is shaped by a range of interactions. The South Africa In(c) Project is part of a series of studies that aims to create a platform through which Brand South Africa can relate the story of South Africa's involvement in, exposure to, and opportunities open for intensified intra-African trade and cultural exchange. Many refreshing and surprising findings came to the fore from the fieldwork in Kenya, Nigeria, and Ghana during 2014/15.

As illustrated by the figure below, the reputation and perceptions of South Africa are based on a wide range of multi-sectorial interactions. Each of these has an impact on how the overall or collective brand of the nation is perceived.



Baseline of South Africa's footprint per key African market - identify key reputational drivers (threats and opportunities).

Key findings from the research projects include:

- The nation brand concept and the execution of the nation brand marketing strategy depends on stakeholder interactions, and challenges Brand South Africa to be open to changing domestic and international environments.
- The initial fieldwork findings indicate unique nation brand reputational strengths in areas such as: culture, music, business sophistication, infrastructure, and political management of democratic transitions.
- On the negative side, South Africans are perceived as imposing, aggressive, and unwilling to listen to local advice.
- From a business perspective, it implies that more attention needs to be paid to the manner in which South Africans interact with African peers, and how market entry strategies should be designed, by incorporating soft factors such as business culture.
- From a political point of view, South Africa is seen as progressive; that it has strong institutions, and democratic credentials to underpin its constitution. However, internal developmental challenges, xenophobia, and misplaced perceptions about African expatriates in South Africa are a cause for concern in Kenya and Nigeria.
- While the above is a sensitive issue, it should be noted that South African music, art, and cultural products are well received and followed, and the fieldwork finds a keen interest in expanded interaction in these realms.
- The South African corporate brand profile on the continent is extremely diverse, contributing positively to the overall nation brand reputation.

- South Africa, as the third largest source of Foreign Direct Investment (FDI) on the continent, can continue to play a pivotal role in the diversification of economies in peer African markets, to the mutual benefit of the nations concerned.
- South Africans and their specific corporate governance, managerial, technical, and other expertise are respected, which also reflects positively on the reputation of the nation brand.

From the research review it is evident that the nation's reputation in international markets relies on much more than government-to-government relations, and is mostly shaped by the experience and perceptions of South African individuals and corporate brands.

In all three markets where fieldwork was conducted, bi-national Business Chambers exist. From a strategic point of view, government and business from South Africa are already active in these markets, or intending to expand there and thus can utilise these as strategic platforms for a range of services.

These include:

- Introductions to possible local partners, advisors, suppliers, and service providers.
- A platform to share knowledge, and to build insight and networks to understand local business environment.
- Develop relations with local partners, not only to grow business, but also to get exposure to the local business culture, and national culture generally.
- Such platforms that typically involve the South African High Commissions or Embassies in the markets can, with increased support, fulfil a critical bridging function that can soften the landing of South African corporates in peer markets.



NATION BRAND PERFORMANCE MONITORING

A snapshot of the nation brand's performance in the 2014/15 financial year.

THE VALUE AND IMPORTANCE OF THE SOUTH AFRICAN NATION BRAND

A nation brand is essentially a composite construct that aims to present a coherent image and country message to domestic and international audiences. Research studies devoted to identifying the reputational standings of nations, or nation brands, typically measure the reputation of a nation on elements such as Investment, Governance, People, Culture, Tourism, and Exports.

From the list of attributes tested through reputation studies, it is evident that the reputation of a nation depends on much more than government activity, policy, or leadership. A nation brand encompasses all the attributes, strengths, and innovations that a nation offers the world, in all its spheres of activity (business, arts, tourism, science and innovation, infrastructure, manufacturing, and governance, to name but a few).

This means that the reputation of a nation brand is determined by a proverbial multitude of activities driven by the citizens, businesses, universities, and government institutions.

The results of the Brand Finance 2014 Nation Brands Report indicate that the valuation of nation brands is becoming increasingly important in a world where competitive positioning of nation brands is playing an ever more important role.

In order to drive the country message and enhance the value of the nation brand, it is worthwhile to keep the following key attractiveness features of South Africa in mind. The Institute for Management Development's (IMD) Global Competitiveness Yearbook indicates that there are some unique features that make the South African nation brand attractive. When compared to other reputation indices (such as the Nation Brand Index), as well as Brand South Africa's International Investor Perceptions research, common attractiveness features include:

- **Infrastructure:** The IMD indicates that reliable infrastructure is an important attractiveness feature; this corresponds with findings in Brand South Africa's International Investor Perceptions research that indicates investors have a positive perception of the country's infrastructure.
- **People:** In the IMD, open and positive attitudes are an attractive feature of South Africa; while in the Nation Brand Index, the country typically fares well in terms of positive perceptions of both the country's People and Culture.
- **A dynamic economy:** In Brand South Africa's International Investor Perceptions research, the country is also associated with a 'growing economy' with opportunities for investment; this is similar to indicators in the table below that outline 'Dynamism of the economy'.
- **Financing and corporate governance:** In the World Economic Forum Global Competitiveness Report, South Africa performs particularly well in terms of access to financing, and corporate governance frameworks.

During the 2014/15 period, the South African Nation Brand maintained its A+ rating according to BrandFinance® (Annual Report on Nation Brands 2014). The overall value of the South Africa nation brand decreased slightly between 2013 and 2014.

SOUTH AFRICA NATION BRAND VALUATION AND RATING			
YEAR	NATION BRAND VALUATION	NATION BRAND RATING	NATION BRAND RANKING (/100)
2012	\$222bn*	A	31
2013	\$270bn	A+	32
2014	\$256bn	A+	35

*US Dollar
Fig.1: BrandFinance® (Annual Report on Nation Brands 2014)

ANHOLT GfK-ROPER NATION BRAND INDEX (NBI)

The Anholt GfK-Roper Nation Brand Index (NBI) tracks the perceptions of 50 nations, among the general public, on six key dimensions, namely people, culture, tourism, governance, export and investment/immigration.

The 2014 annual survey had a total sample of approximately 20 000 adults, aged 18 years and over. Brand South Africa used the study as a benchmark to understand the perceptions of the general public within each of the nations, and to devise the appropriate communication strategy per market.

The results indicate that South Africa's overall reputation remained relatively stable in 2014, with the country dropping one rank to 37/50 this year.

HIGHLIGHTS INCLUDE:

- South Africa is leading Egypt by only a slim margin.
- South Africa falls behind Chile and Peru on the overall NBISM rankings in 2014. Peru makes a 0.84 score increase on 2013, taking it to 36th overall rank.
- As in the past, South Africa's global reputation continues to be driven by its Culture, sitting in the top 30.
- The NBI report indicates that South Africa's performances in the remaining five indices are a model of consistency, ranking between 36th (Exports) and 39th (Governance).
- South Africa's gains on its weakest area, its Governance, and this helps the nation push ahead of Russia.

- While it may not be a major decline, it is necessary to note that while South Africa experienced some increase in scores for most indices, its index gains are all less than average. As a result, South Africa has fallen in the ranks on Tourism, People, and Culture.
- Looking across the panel countries, Germany, India, Italy, and the United Kingdom are the most favourable towards South Africa, ranking it in the top-30 on the overall NBISM.
- South African citizens themselves are generally favourable to their home country, ranking it number 1 on natural beauty, cultural heritage, and having welcoming people. As is the case in most nations, South Africans are self-critical of their country's governance.

SOUTH AFRICA (2012-2013) ANHOLT GfK ROPER NBI

	2012	2013	2014
Overall rank	36	36	37

RANKING BY PILLAR

(2011-2012)	RANK	SCORE DIFFERENCE (2012-2013)	RANK	SCORE DIFFERENCE (2012-2013)	RANK
Exports	37	-1.33	37	-0.13	36
Governance	40	-1.44	40	0.08	39
Culture	28	-3.36	27	0.08	29
People	31	-3.32	34	-0.64	37
Tourism	34	-2.32	34	-0.12	37
Immigration and Investment	38	-3.85	38	0.01	37

*Score differences are indicative of positive and negative changes
Fig. 2: Anholt-GfK Roper Nation Brand Index (NBI) 2014



WORLD ECONOMIC FORUM (WEF) – AFRICA COMPETITIVENESS REPORT 2014

KEY HIGHLIGHTS FROM THE WEF GLOBAL AFRICA REPORT:

NEGATIVES

- This year, South Africa's overall ranking dropped with three positions to 56/144.
- This drastic decline is a cause for concern, especially with regard to pillars that measure key business, and market related competencies in South Africa.
- The country dropped with four positions in each of the following pillars: Goods and Market Efficiency (28 to 32); Financial Market Development (3 to 7); Technological Readiness (62 to 66); Innovation (39 to 43).
- Historically, one of South Africa's key performance areas has been in Financial Market Development, and Goods and Market Efficiency. The sharp drop in performance in these pillars, combined with the credit rating downgrades of the country and some banks (as well as two quarters of negative GDP data) will impact on South Africa's positioning and perceptions.

POSITIVES

- While South Africa dropped significantly in the four pillars, there are indications of positive movement in pillars where South Africa has not been doing well, namely Health and Primary Education (135 to 132); Higher Education and Training (89 to 86); Labour Market Efficiency (116 to 113).
- A very important pillar where South Africa makes an improvement of six positions is Infrastructure (from 66 to 60). This is important in the context of the NDP and the National Infrastructure Plan roll-out. This can also be seen as proof in an area where government has prioritised interventions, which is clearly bearing fruit in terms of overall national competitiveness.
- South Africa continues with a gradual improvement over the years in the Institutions pillar, moving up yet again, from 41 to 36 in 2014.

SOUTH AFRICA'S PERFORMANCE 2010 - 2014

	Overall rank	1. Institutions	2. Infrastructure	3. Macro-economic environment	4. Health and primary education	5. Higher education and training	6. Goods and market efficiency	7. Labour market efficiency	8. Financial market development	9. Technical readiness	10. Market size	11. Business Sophistication	12. Innovation
2010	54	47	63	43	124	75	40	97	9	76	25	38	44
2011	50	46	62	55	131	73	32	95	4	76	25	38	41
2012	52	43	63	69	132	84	32	113	3	62	25	38	42
2013	53	41	66	95	135	89	28	116	3	62	25	35	39
2014	56	36	60	89	132	86	32	113	7	66	25	31	43

Fig. 3: World Economic Forum Global Competitiveness Report 2013/14

INSTITUTE FOR MANAGEMENT DEVELOPMENT (IMD) – WORLD COMPETITIVENESS REPORT

Competitiveness of the nation brand as a whole has an impact on the positioning of the country in international markets. This is due to the possible reputation implications of perceived weaknesses or strengths, created through studies devoted to measuring and comparing competitiveness attributes between nations.

Some of the key findings on South Africa's overall competitiveness include:

- South Africa's overall position improves from 53 in 2013 to 52 in 2014.
- The country improves in two of the four pillars of the index, being:
 - » Economic Performance (57 to 56 in 2014) and
 - » Infrastructure (58 to 55 in 2014).
- Infrastructure is one of South Africa's main attractiveness features.
- The financial sector and South Africa's well-established corporate governance track record remain key competitive offerings to the world.
- Two pillars in which South Africa's ranks dropped in 2013 include:
 - » Business Efficiency from 43 to 51 in 2014, and
 - » Government Efficiency from 32 to 35 in 2014.

SOUTH AFRICA'S PERFORMANCE						
	2010	2011	2012	2013	2014	KEY ISSUES
Overall Competitiveness	44	52	50	53	52	South Africa's overall position improves from 53 in 2013 to 52 in 2014.
Economic Performance	56	54	57	57	56	Economic Performance is one of the pillars in which South Africa improves from 57 in 2013.
Government Efficiency	21	32	29	32	35	Government Efficiency is historically one of South Africa's stronger performing areas in IMD; this has been declining since 2013.
Business Efficiency	31	40	37	43	51	Business Efficiency drops significantly from 43 to 51 in 2014; this could partly be due to subdued GDP outlook.
Infrastructure	51	56	54	58	55	Infrastructure has the biggest improvement from 58 to 55 in 2014; Infrastructure is one of South Africa's main attractiveness features.

Fig. 4: South Africa's overall performance in the IMD: 2010 - 2014

The overall performance of a country in global competitiveness studies does not necessarily reflect on specific sectors, or sector performance. However, it does provide a level of insight into the performance of the country, which can, in turn, have an impact on how the country is perceived. This implies that competitiveness performance can have an impact on the reputation of a country (based on perceptions).

In the 2014 IMD report it is clear that the drivers of South Africa's improvement (with one position) on the overall report originates in two pillars, namely Economic Performance, and, importantly, Infrastructure.

IBRAHIM INDEX OF AFRICAN GOVERNANCE (IIAG) 2014

Highlights from the IIAG 2014:

- South Africa's overall ranking moves up from 5th to 4th this year.
- South Africa makes improvements in eight of the sub-indicators, namely accountability; participation; gender; business environment; infrastructure; rural sector; welfare; and health.
- The most significant improvement is in the area of infrastructure. It is important to note that South Africa's performance in infrastructure in both the IMD and WEF Competitiveness Reports also improved significantly this year. A total of three independent indices show marked improvement in infrastructure performance in 2014.
- South Africa's performance in Safety and Rule of Law drops with one position to 8th this year. This is mostly driven by a big drop in performance in the National Security sub-indicator.
- In the category of Participation and Human Rights, South Africa's ranking drops from 3rd to 4th this year; this is mostly driven by a drop in the Rights sub-indicator (from 6th to 10th this year).

SOUTH AFRICA'S CATEGORY AND SUB-CATEGORY SCORES	2014 RANK (/52)	2013 RANK (/52)	2012 RANK (/52)	CHANGE IN RANK SINCE 2000	SCORE (100 = HIGHEST)	CHANGE IN SCORE SINCE 2000
Overall	4	5	5	-1	71.3	+0.6
Safety and Rule of Law	8	7	7	-1	69.8	-3.2
Rule of Law	3	3	3	+1	88.2	-2.0
Accountability	4	5	5	-2	65.2	-7.5
Personal Safety	42	41	41	+1	30.6	-8.3
National Security	25	8	8	+7	95.0	+5.0
Participation and Human Rights	4	3	3	-2	73.1	-4.6
Participation	4	8	5	-7	73.0	-18.1
Rights	10	6	6	-2	68.8	-8.6
Gender	3	4	2	+1	77.5	+12.9
Sustainable Economic Opportunity	2	5	8	-1	65.1	+5.8
Public Management	1	1	1	+1	76.9	+2.8
Business Environment	3	5	6	+1	70.4	+7.2
Infrastructure	3	7	12	0	54.1	+3.1
Rural Sector	19	21	22	+6	58.9	+10.0
Human Development	6	6	7	-2	77.4	+4.4
Welfare	4	3	4	+1	77.8	-0.5
Education	7	7	5	-4	71.4	-1.9
Health	10	10	16	0	82.9	+15.6

Fig. 5: Ibrahim Index of African Governance 2014

WORLD BANK – EASE OF DOING BUSINESS INDEX (DBI) 2014

South Africa's performance in 2014 Ease of Doing Business Index (EDB) falls from 41st to 43rd position out of 189 countries. This is the third year in a row that the country drops in the EDB index – in 2012/13 EDB the country ranked 39th.

The EDB Index measures ease of doing business according to ten criteria. Each of these criteria is supported by sub-indicators. A year-on-year comparison between DBI 2013/14 and DBI 2014/15 reveals that South Africa's biggest improvement in this year's Index include:

- Starting a business - 64 to 61
- Registering property - 99 to 97
- Trading across borders - 106 to 100
- Enforcing contracts - 80 to 46
- Paying taxes - 24 to 19.

The improvement in the Trading across Borders indicator signifies streamlining of export procedures and regulations. This is a critical area that impacts on the performance of a range of manufacturing and mineral products that are shipped from South Africa to international markets.

South Africa's improvement in the Enforcing Contracts indicator stems from the country making the enforcement of contracts easier, by amending the monetary jurisdiction of its lower courts and introducing voluntary mediation.

The indicators contributing to South Africa's overall drop in ranking include:

- Dealing with construction permits
- Getting credit (significant drop to 52)
- Getting electricity
- Protecting investors.

The EDB indicates that South Africa's performance in the Getting Credit indicator falls due to the fact that the country made access to credit information more difficult, by introducing regulations requiring credit bureaus to remove negative credit information from their databases, such as adverse information on consumer behaviour or enforcement action accumulated on a consumer's record before April 1, 2014.

SOUTH AFRICA'S PERFORMANCE IN DOING BUSINESS INDEX (DBI)

COMPARATIVE DBI 2013 VS DBI 2014	2012/13	2013/14	2014/15
Overall ranking	39	41	43

CRITERIA

Starting a business	53	64	61
Registering property	79	99	97
Trading across borders	115	106	100
Dealing with construction permits	39	26	32
Getting credit	1	28	52
Enforcing contracts	82	80	46
Getting electricity	150	150	158
Protecting minority investors	10	10	17
Paying taxes	32	24	19

Fig. 6: World Bank – Doing Business Index 2014

ECONOMIC FREEDOM INDEX

The Heritage Foundation annually publishes the Index of Economic Freedom, which measures the economic freedom of 177 countries. High-level findings regarding global economic freedom indicate that since the advent of the Global Financial Crisis (2008), economic freedom on a global scale has been dwindling.

SOUTH AFRICA PERFORMANCE – ECONOMIC FREEDOM 2011-2014

Index year	Business freedom	Labour freedom	Monetary freedom	Trade freedom	Investment freedom	Financial freedom
2014	74.5	54.4	75.3	76.1	55	60
2013	74.7	55.6	75.8	76.3	45	60
2012	75.8	57.3	75	76.3	45	60
2011	72.3	56.7	71.9	77.2	45	60

Fig 7: ECONOMIC FREEDOM INDEX – Comparative ratings 2011 - 2014

2014 UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) – HUMAN DEVELOPMENT REPORT (HDR)

The 2014 UNDP Human Development Report (HDR) is entitled – ‘Sustaining Progress: Reducing Vulnerabilities and Building Resilience.’ The 2014 report therefore focuses on the relationship between social vulnerability and resilience.

The UNDP argues that since the inception of the Human Development Report, societies around the world have made significant progress in terms of human development. However, these advances can quickly be reversed as a result of political or social instability, the onset of economic crises, or disasters that result from natural or human causes.

The ability of societies or communities to cope with crises depends on their resilience. Hence the UNDP’s focus is on how resilient communities and societies are to survive adversity and calamity.

The National Development Plan (NDP) identifies human development as a critical part of inclusive growth. The NDP acknowledges that South Africa still has a lot of work to do with regards to improving our human development profile. However, if one studies South Africa’s performance in the HDR it is clear that we have been making significant progress in a relatively short time.

KEY FINDINGS:

- South Africa ranks at 118th in the 2013/14 HDR.
- Since 2011 the country has improved its human development ranking with five overall positions!

This means that the country is in fact addressing one of the key challenges outlined in the NDP; namely the need to improve our human development profile as a country.

South Africa has made several gradual, yet significant strides over the past few years, not only in its overall HDR ranking, but also in the areas of the Human Development Index (HDI) value; Life Expectancy; Mean Years of Schooling; and Gross National Income, as indicated in the table below.

SOUTH AFRICA HDR INDICATORS 2014						
Year	Rank	HDI value	Life expectancy	Mean years of schooling	Expected years of schooling	Gross national income
2013/14	118	0.658	56.9	9.9	13.1	\$11.788 (PPP)
2012/13	121	0.629	53.4	8.5	13.1	\$ 9594 (PPP)
2011	123	0.619	52.8	8.5	13.1	\$ 9469 (PPP)

Fig. 8: South Africa HDR Indicators 2014

As a country still grappling with a multitude of historical challenges, it is encouraging to see that our human development profile has improved significantly over the past three years. This means that the NDP’s goal of improving human development can be achieved. Underlying much of the improvement is the increase in life expectancy, and national income levels.

It is interesting to note that South Africa only has 1.3% of the total population in severe poverty according to the UNDP. In this regard, the ‘Twenty Year Review’ report released by the Presidency to mark the celebrations of 20 years of democracy, clearly show the dynamic and positive changes in South Africa since 1994.

The lesson to take from this is that while many challenges remain, South Africa is clearly on the right path in terms of facing up to the task of improving lives, and developing society.

DOMESTIC PERCEPTIONS RESEARCH

Brand South Africa's mandate requires that the organisation understands domestic trends, perceptions, and factors that impact on pride and commitment of South Africans to the nation, and the nation brand. These research insights also help the organisation to understand and respond to a dynamic and evolving national identity, through its Play Your Part programme, and other engagements with stakeholders, in South Africa.

During the 2014/15 financial year, Brand South Africa conducted its flagship domestic research study - the Domestic Perceptions Research - and received the results during March 2015. Through this national survey, Brand South Africa keeps its finger on the pulse of the nation, particularly focusing on perceptions of the country, and its future outlook.

In order to properly manage the nation brand, and to effectively communicate on and position the brand domestically and internationally, Brand South Africa has to understand the mindsets, perceptions of, and perspectives of South Africans on the nation, and the brand.

Key findings include:

- At first glance, South Africa's demographic profile is that of a youthful population as quite a significant proportion of the sample of this study was between the ages of 15 and 34 years old.
- A youthful population can be economically beneficial to a country as there is a large working age population, meaning more income, which leads to better support for citizens and more improvements in the country's development.

- However, a youthful population also demands from government, to ensure that they invest in quality education, healthcare and modern technology to improve their learning, decrease their death rate and provide the population with the necessary skills to integrate into the working population.
- Despite the challenges South Africans face on the socio-economic front, youth are optimistic about the future of the country. A total of 74% of the sample indicated that they would like to continue living and working in South Africa.
- The Domestic Perceptions Research shows that South Africans are:
 - » Committed
 - » Proud
 - » Hopeful and aspirational
- Key challenges that need to be addressed are:
 - » Crime
 - » Unemployment
- 56% of respondents to the survey indicated that citizens should focus on solutions, rather than only on the problems confronting the country.
- While South Africa may have a very young and dynamic population, one of the questions posed to respondents was for them to indicate what living standards they expect their children to maintain, compared to their current standard of living.
- While 43% of respondents indicate that they are currently in the lower LSMs, it is clear that a full 25% of the respondents see their children move to higher LSMs. This can be interpreted as a sign, partly of hope for the future, but also that South Africans are aspirational.

- The survey asked respondents to indicate, on a list of 13 indicators, in which areas the country has made the most progress in the past 10 years. The top five improvements noted include:
 1. Education
 2. Religious tolerance
 3. Public transport
 4. Housing
 5. Medical treatment/hospitals.

National Level Indices



Fig 9: National level indices

From a nation brand reputation point of view, it is also interesting to note that while South Africans are optimistic about the future, their commitment to the country is strong.

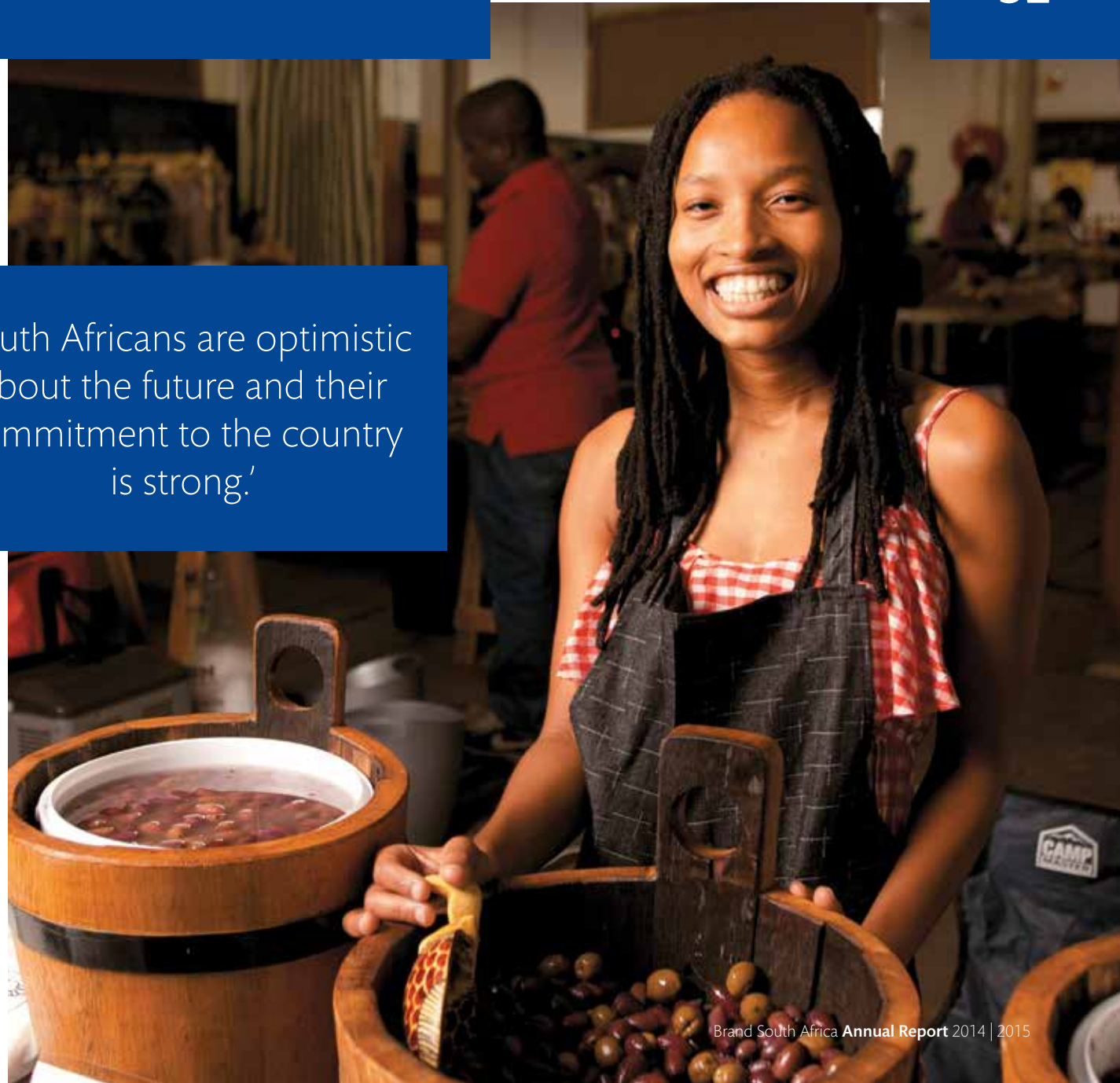
The data from this research mainly indicates that South Africans see the future of the country positively through their expectations for future generations. This, combined with the fact that the country's demographic profile is predominantly youthful (under 34 years), means that South Africa has a dynamic, young and aspirational society that can drive innovation and development.

While there is a strong sense of national pride, the key concerns, which also impact on pride to some extent, pertain to crime, corruption, and a lack of job opportunities. These factors are well recognised as key social challenges the country has to work to overcome.

It is also interesting to note that 56% of respondents to the survey indicate that citizens should focus on solutions, rather than only on the problems confronting the country. South Africans are also willing to take action, rather than waiting for someone else. This is an important element of the work Brand South Africa does, while active citizenship is also a key principle of the National Development Plan. Without an active and involved citizenry, the high-level developmental objectives of the society, as set by government through its programmes of action, can never be achieved.

As a relatively young and evolving democracy, South Africa continues to confront historical challenges and legacy issues. In the process of developing this society it is important to focus on solutions, and to find new and inspiring ways of engaging with problems and challenges.

'South Africans are optimistic about the future and their commitment to the country is strong.'



OVERVIEW OF THE 2014/15 STRATEGY AND BUSINESS PLANS

BRAND SOUTH AFRICA'S MANDATE IN CONTEXT

Brand South Africa is a Schedule 3A Public Entity, governed by a Trust Deed which was signed in 2002, and amended in 2012. The organisation reports to the Department of Communications, from which it receives its annual budget. It aims to support the National Priorities and Outcomes as detailed in the Medium Term Strategic Framework (MTSF) and the National Development Plan (Vision 2030), in support of South Africa's national objectives of GDP growth, job creation, poverty alleviation and social cohesion.

As South Africa's official marketing agency, the mandate of Brand South Africa is to build South Africa's nation brand reputation in order to improve its global competitiveness, as well as to build pride and patriotism amongst South Africans and contribute to social cohesion and nation brand ambassadorship.

The organisation is responsible for delivering integrated marketing, communications and reputation management strategies, to position South Africa globally, and encourage increased pride and patriotism locally.

It is also the custodian of the nation brand, and thus discharges its mandate by operating as part of a network of agencies and departments, whose role is ultimately to market and promote various aspects of South Africa, either domestically or abroad.

VISION

To be the authority on national identity and reputation building for the benefit of South Africa and the continent.

STRATEGIC OBJECTIVES

Brand South Africa seeks to inspire and unify civil society, business, government and the media to build the reputation of South Africa, and contribute to the country's global competitiveness in order to preserve the future for our children.

By working with and through stakeholders to build a positive image of the country, Brand South Africa aims to achieve the following outcomes:

- Brand and message alignment by stakeholders
- Pride and Patriotism and Active Citizenship amongst South Africans
- Positive disposition towards South Africa as a competitive destination amongst target international and domestic audiences
- A sustainable organisation.

Brand South Africa aims to achieve these outcomes by undertaking the following strategies:

- Brand strategy development and management
- Reputation management
- Insight and research management
- Strengthening and deepening stakeholder and partner relationships
- Organisational development
- Prudent financial management and control.

By pursuing the strategies outlined and implementing the attendant programmes effectively, Brand South Africa will contribute to the broader impact on the country's reputation, and more specifically to the following areas:

- Increased international competitiveness
- Improved international and domestic reputation
- Increased social cohesion.

The work of Brand South Africa is reflected through its three core programmes:

1. Brand Strategy Development and Management programme
2. Reputation Management programme
3. Administration programme

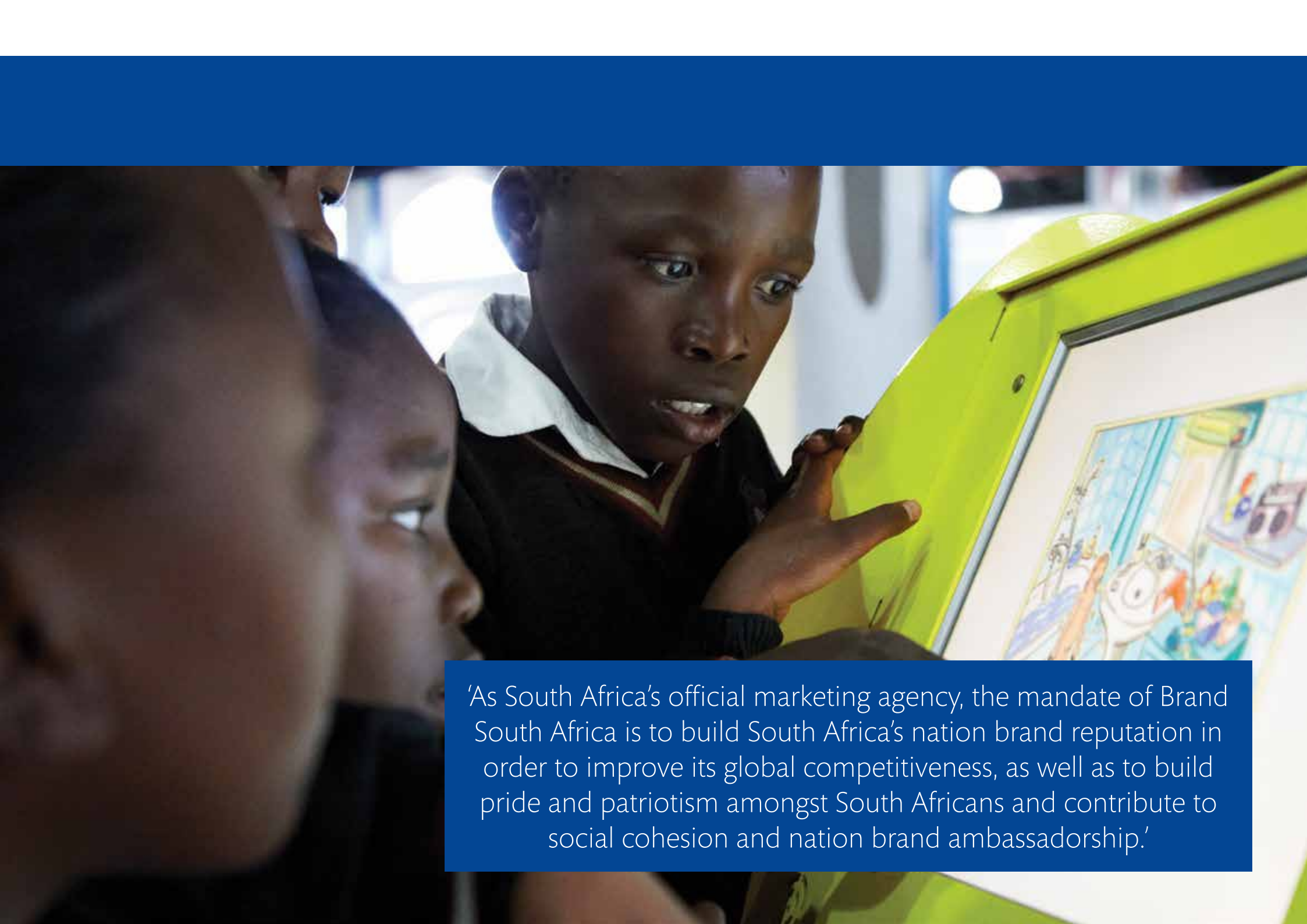
VALUES

Brand South Africa aligns its values with the nation brand values.

ORGANISATIONAL VALUES	NATION BRAND VALUES
D - Determination	Ubuntu
I - Integrity	Diversity
D - Diversity	Possibility
I - Innovation	Sustainability
C - Cooperation	Innovation/Creativity
U - Ubuntu	

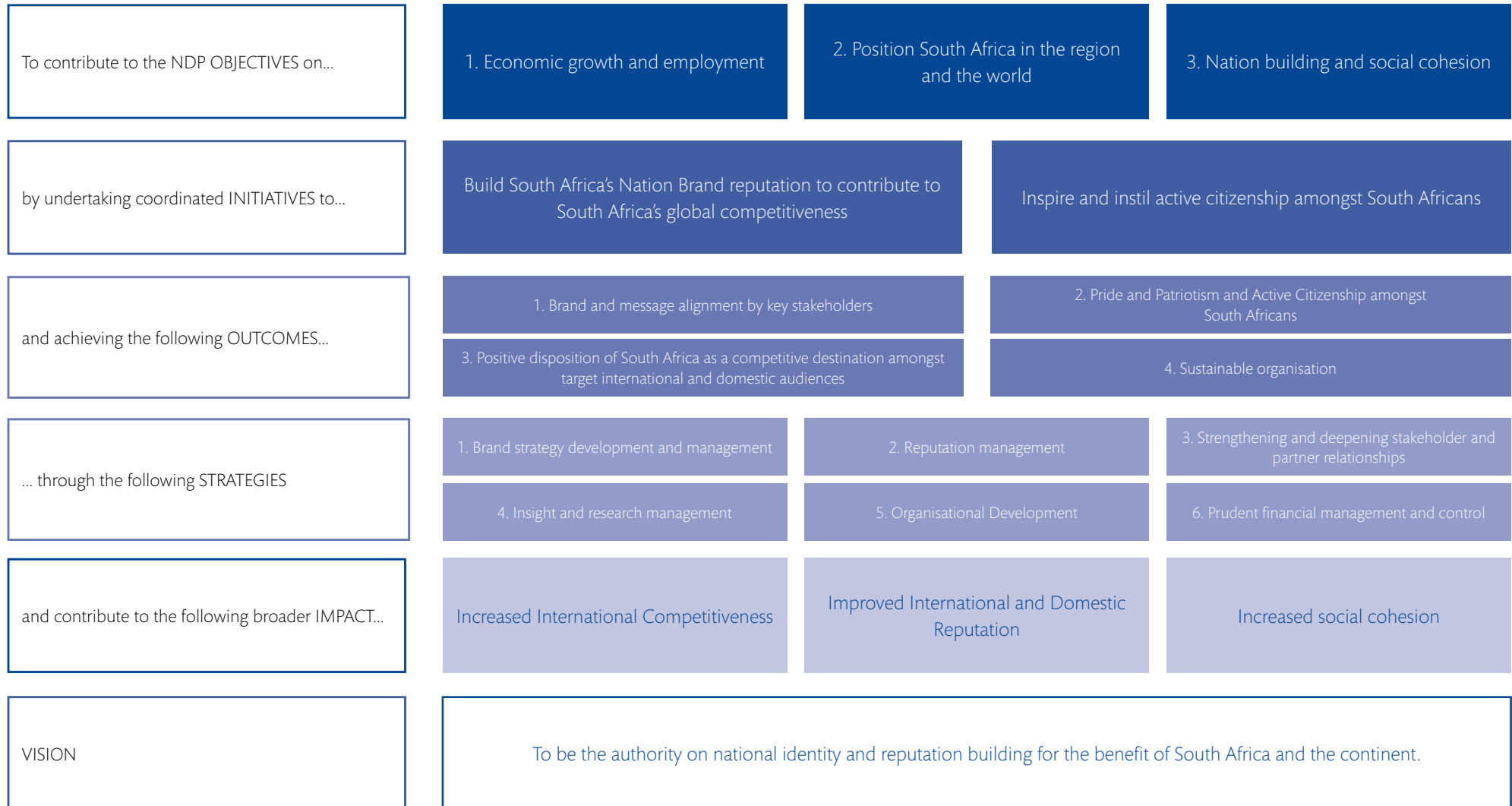
Brand South Africa Values Acronym: DID-I-CU





'As South Africa's official marketing agency, the mandate of Brand South Africa is to build South Africa's nation brand reputation in order to improve its global competitiveness, as well as to build pride and patriotism amongst South Africans and contribute to social cohesion and nation brand ambassadorship.'

OVERVIEW OF BRAND SOUTH AFRICA'S MANDATE



TARGET MARKETS

Brand South Africa's choice of target markets and priority is informed by, amongst others, the following elements:

- The long-term market potential
- South Africa's ability to compete effectively in the market
- The scope and nature of market access
- The country's importance relative to others as a source of investment
- The interest of the South African private sector in that market.

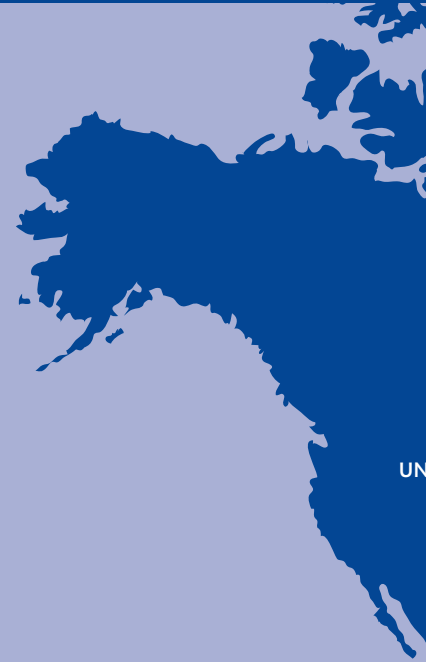
The organisation has developed a model that maps out the priority of markets based on the importance of each market to its major stakeholder groups and the current reputation of South Africa within each of these markets.

By exploring the importance of each market to its major stakeholder groups, Brand South Africa is able to determine the importance set by the Department of International Relations and Cooperation (DIRCO), from an economic diplomacy, political, as well as a national interest perspective. Consideration is also given to the dti's market prioritisation for purposes of trade and investment. The overlap and objectives set by each of these stakeholders determines the ranking in the Brand South Africa model. In addition, by reviewing the current reputation of South Africa within each of these markets, Brand South Africa is able to identify where South Africa's reputational risks reside.

This model provides Brand South Africa with direction in terms of the type of initiatives and support required in each market, as it sets out four segmented groups based on importance, namely:

1. Priority
2. Key (traditional)
3. Tactical
4. Peripheral.

Countries are identified within these groups according to their current awareness and perception levels, to determine their reputational risk. Included within the priority markets are the peer markets in which South Africa intends to grow trade and investment relations. These include Turkey, Chile, Indonesia and Singapore.





BRAND STRATEGY DEVELOPMENT AND STAKEHOLDER MANAGEMENT

Brand South Africa aims to, amongst others, contribute to the objectives of the National Development Plan (NDP) by undertaking coordinated communications and marketing initiatives to build South Africa's reputation and contribute to the country's global competitiveness. It also aims to inspire and instil pride and patriotism amongst South Africans and to drive active citizenry.

The activities for the 2014/15 financial year follow on the agreed business plan, detailing sustained and strategic stakeholder, marketing, and communication endeavours that are aimed at maintaining alignment with Brand South Africa's objectives to:

- Ensure brand and message alignment by all relevant stakeholders.
- Promote and encourage active citizenry and pride and patriotism amongst South Africans (including Global South Africans) focused on the National Development Plan.
- Position South Africa positively as an inward investment destination amongst domestic and international audiences.
- Build awareness around South Africa's competitiveness drivers by articulating and contextualising South African's policy to relevant domestic and international stakeholders.

BRAND MANAGEMENT AND ALIGNMENT

Seeding the positioning 'Inspiring new ways'

Brand South Africa delivered an integrated '20 Years of Democracy' campaign, designed to instil pride and patriotism, while continuing to seed the new positioning 'Inspiring new ways'. The campaign focused on building awareness, through a TV advert that was flighted on key mainstream channels, including on radio and print mediums, as well as on domestic and regional South African Airways (SAA) in-flight entertainment screens.

During Heritage month, the '20 Years of Democracy' radio advert was flighted on three major SABC radio stations, viz. Radio Metro, 5FM and Radio 2000.

Globally the 'Inspiring new ways' television commercial (TVC) continues to flight on all CNN digital platforms. Brand South Africa also promoted the '20 years of Democracy' content on all its social media platforms.

		Domestic	International	Totals
Facebook, Twitter, LinkedIn	20 Years	10 381	46 688	57 069
	INW	3 363	40 024	43 387
Google	20 Years	65 775	112 005	177 780
	INW	52 776	37 564	90 340
Totals	20 Years	76 156	158 693	234 849
	INW	56 139	77 588	133 727

Fig. 10: Social media campaign: Flighting of the '20 Years of Democracy' TV Advert on various digital platforms

BRAND ALIGNMENT

During the past financial year, the organisation worked closely with a number of partners to build a positive and cohesive image of South Africa. Through working closely with the Office of the Presidency, the Department of Trade and Industry (the dti), Government Communication and Information System (GCIS), South African Tourism, and various other stakeholders, Brand South Africa strived to ensure alignment of the nation brand through the promotion of a single, unified story about the country.

In order to assist with achieving alignment, Brand South Africa developed a Corporate Identity Toolkit, to ensure that all stakeholders can maximise the impact of their communication when they independently market their offerings and / or brands globally. The toolkit consists of devices, fonts, style-guides, self-help tools, co-branding guidelines and brand story, and is available online to all stakeholders: www.brandsouthafrica.com. It is also promoted through training sessions with a variety of stakeholders to ensure brand alignment. In addition, a coffee table Brand Book that showcases all that South Africa has to offer has been designed and published to encourage internal and external alignment by stakeholders.



Brand alignment training and engagement continues to be a key focus area of Brand South Africa, to ensure that all stakeholders understand the importance of message and brand alignment. Training was conducted with South African Tourism, SAA, the National Department of Tourism and the Tourism Enterprise Partnership, at the 2014 Tourism Indaba in Durban, and also showcased to stakeholders the results of the Brand Alignment Compliance Study and provided information on the reputational importance of a single, consistent and aligned brand.

Further brand alignment training during the financial year included the Limpopo Provincial Government Communicators, as well as Communicators in Metropolitan Municipalities in Gauteng. Training focused on communicating the true potential of the nation brand, a view of message alignment and adoption, as well as a high level introduction to the Nation Brand Masterclass.

To ensure that key stakeholders appreciate the importance of brand and message alignment, as well as to receive feedback on drivers of national competitiveness, high-level engagements were held with the National Planning Commission; Business Unity South Africa (BUSA); the Department of Basic Education; Federation of Unions South Africa (FEDUSA); youth formations; the Director General in the Presidency; the Black Business Council; and the Methodist Church of Southern Africa.

Brand South Africa continues to train the immigration cadets on brand and message alignment as part of the Cadet Training programme, and also trained and engaged with their staff to provide coaching on issues relating to messaging and service excellence.

In line with the strategic objective to encourage alignment in messaging, Brand South Africa hosted the Inaugural Nation Brand Masterclass, in partnership with the Marketing Association of South Africa (MASA) and the Vega School of Marketing. The Nation Brand Masterclass was launched on the 30th of September 2014, and is designed to empower new marketers with tools to profile the nation brand. Modules include: Marketing Principles and Nation Brand, Introduction to Nation Brand, Country Positioning and National Identity, Image, Reputation and Competitiveness and Nation Brand Performance Measures.

To further strengthen, co-ordinate and ensure alignment of messaging with the work of various government departments, Brand South Africa initiated a process to develop a country messaging framework with various stakeholders as well as a weekly communications environment scan, which inputs into the work of the Inter-Ministerial Committee on Information and Publicity.

Agreement has also been reached with DIRCO on the co-ordination of international communications, through the delivery of coordinated communications campaigns, support of specific outbound visits by the DIRCO Minister, utilisation of various DIRCO communications platforms such as the Ubuntu Magazine and Ubuntu Radio, as well as website harmonisation.

Efforts are also underway to ensure that the identified and agreed upon synergies are implemented between Proudly South Africa, South African Tourism and Brand South Africa. Current collaborative initiatives with Proudly South Africa include the South African Premier Business Awards and Play Your Part support, with the Proudly South Africa CEO as a PYP programme ambassador.

Brand South Africa continued to support the dti through the design and development of marketing concepts for the Annual Investment Meeting in the United Arab Emirates (UAE), the Zimbabwe International Trade Fair, the Japan Renewable Energy Exhibition, the Democratic Republic of Congo (DRC) International Trade Initiative (ITI) and the China Expo; as well as the Department of Sport and Recreation in developing the branding framework for Ekhaya, in preparation for the Glasgow Commonwealth Games.

DOMESTIC MOBILISATION AND ACTIVE CITIZENSHIP

PLAY YOU PART PROGRAMME

Play Your Part (PYP) is a national initiative driven by Brand South Africa, which encourages all South Africans to contribute to positive change. This nationwide campaign is created to acknowledge, inspire, empower and celebrate active citizenship in South Africa and for all South Africans to contribute to positive change, become involved, and start doing good. It includes corporates, individuals, non-governmental organisations (NGOs), government, churches and schools and it aims to encourage South Africans to use some of their time, money, skills, or goods to contribute to a better future for all.

Through the PYP programme, Brand South Africa encourages and inspires the support of a range of strategic stakeholders to deliver on its nation branding mandate.

In this financial year, as part of the Play Your Part programme, Brand South Africa produced a 13-part TV series which was flighted on SABC TV in June and again in September 2014.

Built on the previous year's campaign, the TV series also featured its ambassadors in extensive outdoor advertising and radio campaigns, which was further entrenched and amplified through the media and stakeholder launch, and was supported by transversal channel promotions during prime time viewing, which provided Brand South Africa with an additional 15 million viewers.

Each of the 13 episodes of the TV series focused on nation-building themes (e.g. Civic Pride and Patriotism; Paying it Forward; Mobilising Active and Responsible Citizens; and Encouraging a Healthy and Productive Society), along with the respective ambassadors who exemplify active citizenship by playing their part in various ways and utilising their available resources or talents.

This flagship Play Your Part domestic mobilisation programme has gained momentum within the country through the provinces, and it is also aligned with the National Development Plan, prioritises and profiles South Africans who positively impact on nation building.

The Play Your Part programme was also supported on Brand South Africa's digital platforms through periodic online campaigns that were aligned to periods of significance such as Arrive Alive and Heritage Day/Month. The Play Your Part ambassadors regularly form part of these campaigns, lending their voice and support to these specific campaigns.



By leveraging on Brand South Africa's media partnerships, the organisation was also able to utilise additional platforms to reach a wider audience. In this regard, a series of dialogues (Sowetan Dialogues) were hosted in Gauteng, Northern Cape and the Western Cape, in partnership with the Sowetan newspaper. The Sowetan Dialogues are a platform, bringing together leaders and communities in order to facilitate discussion on issues that affect the community and nation building, and having a strong focus on promoting the pillars of the National Development Plan, as well as civic pride.

A media partnership with the 'Brands and Branding' publication provided an opportunity to drive awareness and showcase the Play Your Part programme through an editorial feature in its annual publication. Another element of a successful partnership included a round-table discussion, held at the Gordon Institute of Business Science (GIBS).

In recognising the important role of corporate stakeholders in the success of the programme, Brand South Africa drew on synergies with a number of corporate partners on joint initiatives that were aligned to the objectives of Play Your Part. These included campaigns with Kentucky Fried Chicken (KFC), First National Bank (FNB) and Plastics SA.

Further initiatives aimed at promoting and broadening the reach of the Play your Part programme included:

- Refreshed and re-briefed 30 Play Your Part ambassadors about the PYP programme to solicit their further buy-in and participation in the programme.
- Produced a three-minute Play your Part audio visual that is widely used as a scene setter at all PYP activations.
- Initiated extensive public relations and social media by leveraging off the TV series through the PYP ambassadors, as well as the host of the show, Kabelo Mabalane, who has a large social media following on Twitter.
- Supported the Department of Transport's Easter Arrive Alive Campaign through Play Your Part messaging as well as branding.
- Flighted an impactful TV series that profiled ordinary South Africans who are positively contributing towards a better South Africa.
- Facilitated a stakeholder programme with civil society, business and government.
- In partnership with Lead SA, Airports Company South Africa (ACSA), and the Department of Sport and Recreation, Brand South Africa hosted a 'welcome home ceremony' for Ms. Rolene Strauss, who was crowned Miss World on December 14, 2014, as part of contributing to pride and patriotism, and to allow the general public and the media to celebrate this milestone for the country.

MEDIA MANAGEMENT

Media management play an integral role in the work of Brand South Africa to influence and improve perceptions about the country's global competitiveness as well as to instil pride and patriotism amongst South Africans. Facilitating interviews, media tours, developing thought leadership articles, fostering good relationships, and ensuring that the media has a good understanding of the country, its policies, its offerings and its successes in strategic areas, all contribute to increasing pride and patriotism and positively changing perceptions about South Africa amongst stakeholders.

MEDIA TOURS

A high level media tour with editors and senior journalists from Business Day, City Press and Sunday Independent took place in June 2014. The tour included a visit to the Ubuntu Centre in Port Elizabeth to communicate the impact on the lives of ordinary people in communities in the 20 years of democracy; participation in a technology round table with Global South Africans based in Silicon Valley in the United States of America, hosted by the Wits Technology Precinct; and participation in the Business Report Dialogue, which was also attended by Global South Africans in the UK (via video link up).

A one-day media tour, in partnership with DIRCO, included hosting two senior editors from the DRC to showcase South Africa's cultural and nation-building efforts. The journalists visited Soweto, the Apartheid Museum, Constitutional Hill, the Nelson Mandela Foundation, and also participated in the Play Your Part, Sowetan Dialogue on Youth.

In an effort to further manage the perceptions of South Africa in West Africa, Brand South Africa conducted a media tour during August with a West African journalist, who also interviewed President Jacob Zuma, Brand Ambassador Dr. Zweli Mkhize, the Chairperson of the African Union Commission, Dr. Nkosazana Zuma and Mr. Cas Coovadia.

Three media houses (Radio 702, Moneyweb and Business Day) were hosted at WEF Davos, during which Brand South Africa facilitated interviews with a range of key stakeholders.

Under the theme of competitiveness, media from Ghana, Nigeria, Kenya, the UK and China were also hosted by Brand South Africa during a week-long visit to South Africa in March, as well as a delegation of journalism and business students from Rutgers University in the United States of America (USA).

THOUGHT LEADERSHIP

As part of its multi-pronged communication strategy, Brand South Africa developed and placed thought leadership pieces that were by-lined either by various Brand South Africa Executives, Trustees or third-party endorsers in various print publications. These were also circulated to the international markets and placed on Brand South Africa's online platforms. Thought leadership pieces address pride, patriotism and active citizenship amongst South Africans and positively position South Africa as a business destination amongst domestic and international target audiences.



Radio 702's Bruce Whitfield interviewing Minister Ramathlodi at WEF Davos 2015

MEDIA REPUTATION MANAGEMENT

By monitoring the media reputation of South Africa on a monthly basis, Brand South Africa is able to proactively track the media reputation performance of the country. The analysis is used to, amongst others, provide insights into the content, messaging and media relations to ensure the impact and reach of Brand South Africa's message. This is influenced by a range of activities and events, and highlights positive or negative global media coverage.

South Africa's reputation continues to experience peaks and troughs, as sport, tourism and the environment continue to impact positively on the country's reputation; however, an increasing challenge is the impact of the global economy on South Africa's consistently strong banking and financial sector and stories involving crime.

COMPARATIVE MEDIA COVERAGE 2013/2014 - 2014/2015

Month	PROACTIVE MARKETS																REACTIVE MARKETS				TACTICAL MARKETS																	
	SOUTH AFRICA		GERMANY		BRAZIL		CHINA		RUSSIA		INDIA		UAE		EGYPT		NIGERIA		KENYA		JAPAN		FRANCE		SPAIN		UK		USA		ANGOLA		ZAMBIA		ZIMBABWE		DRC	
	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15	2013/14	2014/15		
April	760	14	31	560	87	151	12	772	24	443	201	1023	87	384	14	109	274	74	171	59	15	65	713	880	4	416	686	3563	434	1764	72	91	146	106	351	533	18	67
May	174	76	36	995	49	289	33	900	20	360	201	817	79	321	27	89	295	87	157	62	39	28	766	1092	0	581	623	3676	512	1565	94	108	99	149	651	559	22	28
June	132	207	55	2669	74	533	32	1821	18	730	190	892	60	312	15	129	367	81	166	45	32	47	1567	832	7	660	790	6629	876	1308	100	90	76	158	668	437	30	23
July	157	248	45	1983	32	6399	56	297	32	3096	218	274	59	297	18	274	243	1656	143	844	26	773	1043	821	2	313	596	8744	807	9884	180	80	81	132	722	480	22	14
Aug	299	151	28	851	37	8713	16	316	15	3110	153	426	13	316	2	426	334	1865	100	1198	14	853	656	3122	4	2956	465	7003	504	8799	139	73	119	105	598	300	18	29
Sept	165	175	28	633	55	1110	27	460	21	1679	220	484	52	460	26	484	268	3034	84	920	26	824	777	1465	8	1149	561	5972	521	8018	126	33	116	60	669	255	22	18
Oct	68	288	27	300	50	100	13	301	33	498	201	150	41	301	24	150	342	938	118	302	16	150	679	1800	5	621	545	3401	414	3235	143	34	109	78	414	272	21	24
Nov	53	248	36	607	50	124	14	174	17	728	199	254	58	174	8	254	336	721	113	159	47	73	649	1294	8	31	643	2893	421	2268	104	39	79	58	461	290	41	29
Dec	8	112	75	355	149	93	14	233	22	433	462	0	140	233	21	0	539	503	237	253	33	0	1814	0	35	0	1744	2541	1762	2721	128	120	80	151	485	360	35	19
Jan	117	235	30	883	41	39	31	179	28	16	185	96	43	179	14	96	352	407	116	269	24	50	720	813	1	376	663	4172	506	2651	163	59	102	83	486	265	23	19
Feb	725	123	31	284	60	99	18	195	19	100	213	44	74	195	20	44	259	413	131	248	48	87	776	215	2	106	636	924	474	940	77	70	97	98	468	202	68	14
Mar	35	183	21	366	28	85	19	95	7	197	183	76	35	95	9	76	347	58	106	15	14	86	718	232	1	164	668	841	585	1136	17	56	70	82	477	182	43	26
Total	216	2693	425	443	997	712	936	285	297	256	2101	2626	995	741	166	198	2721	3956	3911	1642	188	334	9739	10878	29	77	7397	8620	6082	7816	1343	853	1174	1260	6953	4135	363	310

Fig.11: Comparative media coverage 2013/2014 - 2014/2015

DIGITAL AND SOCIAL MEDIA

Our work to consolidate all our online platforms into four primary websites is delivering increased traffic to these sites. The National Development Plan digital campaign was aligned to the 20 years of democracy campaign and a digital infographic was developed and circulated on all Brand South Africa digital platforms.

The graph below reflects a year-on-year upward trend in both the total unique users, as well as viewing sessions for all Brand South Africa entities. All website metrics have increased year-on-year, however, there is a slight dip of 2%, in the total amount of 'Page Views' due to a short period when Google Analytics did not track statistics on southafrica.info.

ALL BRAND SOUTH AFRICA ENTITIES

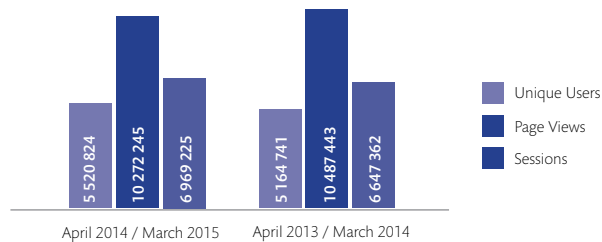


Fig. 12: Website statistics across all online platforms for 2014/15 period compared to the 2013/14 period

WWW.SOUTHAFRICA.INFO

Southafrica.info had over one million page views during the month of May 2014, which was a new traffic record for Brand South Africa. These high volumes were driven by the launch of the new Play Your Part TV series.

- Users: 3% increase
- Page Views: 4% decrease



WWW.MEDIACLUBSOUTHAFRICA.COM

- Users: 32% increase
- Page Views: 12% increase



WWW.PLAYYOURPART.CO.ZA

The Play Your Part online presence has shown double digit growth for all its social media platforms, indicating greater awareness of the programme, as driven by the strategic use of social media influencers.

- Users: 46% increase
- Page Views: 44% increase



WWW.BRANDSOUTHAFRICA.COM

- Users: 38% increase
- Page Views: 21% increase



SOCIAL MEDIA

Brand South Africa's presence on social media platforms - Facebook, Twitter and YouTube - have increased in the year under review.

DIGITAL CONTENT BY NUMBERS 2014/15

	Unique users	Total articles published online	Twitter	Facebook
southafrica.info	4 807 322	1 940	32 766	107 360
medioclubsouthafrica.com	536 547	401	11 753	18 882
playyourpart.co.za	50 606	204	5 472	17 559
brandsouthafrica.com	126 349	115	93 776	11 044
TOTAL	5 520 824	2 660	143 767	154 845
Average per working day	21 995	11		

GLOBAL SOUTH AFRICANS WEBSITE

An integrated Global South Africans website was launched to inform South Africans in the diaspora about relevant current affairs in South Africa. In addition, Brand South Africa continued to distribute the weekly GSA newsletter to over 1 000 South Africans living abroad, together with other online platforms, in various formats including audio, text, video and images.

Positive South African stories, including blogs, podcasts and GSA profiles, were compiled and shared through the various GSA platforms and through partners such as the South African Chamber of Commerce in the UK, and other Alumni groups, for use on their platforms.



STAKEHOLDER MANAGEMENT AND ENGAGEMENT

To deliver on its mandate, Brand South Africa develops a number of programmes that aim to mobilise stakeholders, strengthen existing partnerships and utilise various partner platforms to leverage South Africa's reputation.

Fundamental to building and managing a country's reputation is the need for all stakeholders to work together in building a cohesive nation brand and presenting a united story of South Africa to the world. Key stakeholders include: business, government and civil society partners.

'Brand South Africa has identified the following top ten key stakeholders to engage with and involve in Brand South Africa programmes:

- The Presidency: DPPME, OSW, OSDP
- The Department of Communications Cluster: SABC, MDDA, GCIS, NFPB, ICASA
- The Department of International Relations and Cooperation
- The Department of Basic Education
- The Department of Trade and Industry
- The Department of Sports and Recreation
- The Department of Arts and Culture
- Business Unity South Africa
- The Black Business Council
- South African Tourism

GOVERNMENT PROGRAMME

Successful partnerships with key government departments, both locally and abroad, served to further enhance the country's competitiveness, by working together to present a single, consolidated and coherent message about South Africa.

Partnerships during the financial year included:

- Brand South Africa continued its partnership with the Department of Transport for the Easter and December period 'Arrive Alive' campaigns, through the development of a complementary online marketing campaign to promote road safety.
- Through an existing partnership with the Department of Trade and Industry (the dti), Brand South Africa co-hosted a BRICS dialogue session with the Minister of Trade and Industry and continued to support the dti's International Trade Initiatives.
- To further efforts to enhance the country's competitiveness, Brand South Africa partnered with the dti to host the 4th Business Report Dialogue, which looked at the 'Transformation of the South African economy since 1994, and the implications for South Africa's global competitiveness'. The dialogue was well attended by a range of stakeholders.
- Brand South Africa partnered with the National Planning Commission in hosting a community outreach workshop, to encourage active citizenship in Port Elizabeth.
- In partnership with the Department of Health, Brand South Africa convened and hosted a workshop that was facilitated by the CEO (Miller Matola), and attended by government, business and civil society stakeholders, to craft the country's messaging framework on the Ebola epidemic.

- The annual Mining Indaba, in February 2015, provided an opportunity for international mining analysts, fund managers, investment specialists and government leaders to meet and exchange current economic and mining developments with the world's leading experts on African mining. Brand South Africa leveraged on the Mining Indaba to host an ancillary investor workshop, which sought to elicit robust and engaging discussions about the mining sector and its challenges.
- The organisation continued its partnership with National Treasury (NT) in planning and executing a WEF Davos stakeholder and media programme.
- Brand South Africa partnered with the North West Provincial Government in presenting PYP to government officials and entrepreneurs invited by North West Investment Agency.
- An agreement was concluded with the Department of Basic Education that is aimed at building awareness of the Play Your Part programme amongst school learners.



Mining Indaba 2015

DOMESTIC TARGET STAKEHOLDERS AND AUDIENCES

MEDIA

GOVERNMENT

- Presidency
- National Government
- Local Government
- Municipalities
- State-owned enterprises
- Trade & tourism entities
- Trade and tourism entities
- Foreign missions in South Africa
- Proudly South Africa

BUSINESS

- Business associations
- Corporates
- International chambers
- Trade and export councils
- Economists and analysts
- Tourism players
- Film makers

CIVIL SOCIETY

- General Public
- NGOs
- Youth formations
- Faith-based organisations
- Academia
- Gender advocacy groups
- Religious bodies
- Trade unions
- Political Parties

GLOBAL TARGET STAKEHOLDERS AND AUDIENCES

MEDIA

GOVERNMENT

- Presidency
- National Government
- Local Government
- Municipalities
- State-owned enterprises
- Trade & tourism entities
- Trade and tourism entities
- Foreign missions in South Africa
- Proudly South Africa

BUSINESS

- Business associations
- Corporates
- International chambers
- Trade and export councils
- Economists and analysts
- Tourism players
- Film makers

CIVIL SOCIETY

- General Public
- NGOs
- Youth formations
- Faith-based organisations
- Academia
- Gender advocacy groups
- Religious bodies
- Trade unions
- Political Parties

INFLUENTIAL FORUMS

- United Nations
- AU
- SADC
- World Bank
- IMF
- BRICS
- World Economic Forum
- IATA
- WWF

OPINION LEADERS

CIVIL SOCIETY PROGRAMME

The civil society programme was aimed at popularising the NDP through a range of critical stakeholders. The programme with Faith Based Organisations (FBOs) in the Eastern Cape and Gauteng focused on the role of FBOs in the implementation of the NDP as well as mobilising communities to be empowered citizens, who are actively involved in improving the lives of their communities.

The Inter-faith Dialogue held in Port Elizabeth in partnership with the National Planning Commission, focused on initiatives and activities currently being implemented by FBOs, their current contribution towards the realisation of the NDP and the challenges and opportunities based on their past experiences.

Brand South Africa's partnership with the Nelson Mandela Foundation continued through a number of initiatives with the Youth Caucus, a school clean-up in Bekkersdal for Mandela Day, and the hosting of the 12th Annual Nelson Mandela lecture, where the President of Chile, Michelle Bachelet, was the guest of honour and delivered the keynote address on "Building social cohesion through active citizenship".

Youth activities through the Sowetan Dialogues during Youth month focused on "the role of youth in changing their future prosperity", and in Heritage month an Ubuntu Session Dialogue, with Kaya FM, focused on the theme of "Diverse languages as an instrument of nation building".

Successful youth partnership programmes included:

- A partnership with PrimeStars in a programme called 'Step up To a Start Up', which teaches vital lessons on entrepreneurship to thousands of disadvantaged high school learners from urban areas, peri-urban townships and rural areas across South Africa.
- A partnership with the Global Dignity Club in a community outreach event at the Umtata Christian School in the Eastern Cape, in celebration of Global Dignity Day, which is a worldwide annual celebration on October 15th.
- Partnered again this year with One Young World and the City of Joburg in hosting the 2014 One Young World Conference, which gathers together the brightest young people from around the world, and empowers them to make lasting connections, to create positive change in their lives and the lives of other people.
- Partnered with Mavericks Under 35 in hosting the Youth Entrepreneurship Awards.
- Brand South Africa also secured a partnership with Annual Crime Stoppers International, in support of a skills development programme that provides training opportunities to law enforcement delegates from all over the country.

BUSINESS OUTREACH PROGRAMME

Brand South Africa continued to prioritise strategic partnerships with business stakeholders.

Highlights of the business outreach programme included:

- Partnered with Sanlam and the University of Mpumalanga for a PYP stakeholder engagement in Mpumalanga.
- Partnered with the World Economic Forum and ABSA in the hosting of a WEF Davos preparatory business briefing.
- Secured partnerships with KFC as well as FNB for the Play Your Part Programme, and also collaborated with Pick n Pay and Plastics SA during Clean-up South Africa Week in September.



Youth activities through the Sowetan Dialogues during Youth month

INTERNATIONAL FOCUS

WEF DAVOS

Brand South Africa hosted a successful media and stakeholder programme at the World Economic Forum (WEF) Annual meeting in Davos, Switzerland. WEF Davos is a critical platform that seeks to position South Africa as a competitive destination for inward investment.

Brand South Africa co-ordinated Team South Africa's participation with the message: "South Africa is open for business" and hosted a Thought Leadership Dinner under the theme, "Then and Now: Reimagining Africa's future and South Africa's role in Africa's integration". The dialogue focused on the Africa rising story, and reflected on the remarkable growth and development of the continent following a decade of economic growth. The combined efforts of Team South Africa and consistent messaging led to South Africa being within the Top 10 most visible countries at WEF Davos.



GLOBAL SOUTH AFRICANS PROGRAMME

Global South Africans are influential, well-placed South Africans abroad and Brand South Africa's aim is to mobilise the Global South African network behind a programme of investment, recruitment, skills identification, mentoring, skills transfer, study exchange, and work experience initiatives. This is seen as an extension of the marketing initiatives in the host countries.

In promoting pride and patriotism, three research reference group dialogues were hosted in Australia with GSA communities, which yielded significant insights. Foremost among which is the fact that GSAs are already quite active in terms of fundraising for educational, community development and charitable organisations in the country. This presents an opportunity to extend the PYP programme into the GSA network and in so doing to generate concrete outcomes from both the GSA and PYP programmes.



COUNTRY REPORTS

South Africa's domestic and international reputation is directly related to how the country is perceived by the global community. Thus much of the work of Brand South Africa is focused on delivering a programme that communicates the value proposition of the nation brand and improves perceptions of South Africa's global competitiveness, in key strategic markets – BRIC (Brazil, Russia, India and China), USA, UK, Germany and Africa and Middle East (AME). Our active presence in these markets through our appointed agency and our Country Managers ensures that we deliver a co-ordinated programme, manage the risks, and generate awareness of the country as a business, tourist and investment destination.

Key focus areas for stakeholder engagement across our identified markets included:

- Positively changing perceptions about South Africa's amongst the target audiences
- Articulation and contextualisation of South Africa policy
- Promoting pride and patriotism
- Improving brand management and awareness.

A strong focus during the past year in all markets was the commemoration of 20 years of democracy in South Africa. This was leveraged by all markets to promote awareness of South Africa and to generate media coverage to improve perceptions and reputation.

It is pleasing to note that our African programme has been enhanced with field research in markets such as Ghana, Nigeria, DRC and Kenya. The findings of this research have assisted Brand South Africa with an improved understanding of how the continent views South Africa. Brand South Africa also hosted a stakeholder and media dialogue in Angola with the objective of positioning South Africa as an attractive investment destination of choice.

UNITED KINGDOM (UK)

The UK office focused primarily on ensuring that all key focus areas of Brand South Africa's strategy were supported through active stakeholder and media engagements, messaging, and an effective media programme to ensure that South Africa is positively positioned as a business destination amongst UK audiences.

Key focus areas for the year included:

- Promoting South Africa's 20 years of democracy in the UK. Celebrations included:
 - » A special Freedom Day event at South Africa House that focused on engagement between GSAs and the Deputy President, Kgalema Motlanthe.
 - » It was also pleasing to note that Queen Elizabeth II and British Prime Minister David Cameron joined a long line of dignitaries, institutions, theatres and thought leaders in the UK to congratulate South Africa on its 20 years of democracy and noted its achievements over the period and the challenges looming ahead.
 - » An investor dinner hosted by Lord Renwick of JP Morgan for Deputy President Kgalema Motlanthe focused on contextualising the strike in the platinum industry and government's efforts to successfully resolve it.
 - » A reading of the Robben Island Bible for top academics, delegates and thought leaders at Oxford University for the '20 Years of Freedom' Academic Conference, where Deputy President Kgalema Motlante was the keynote speaker and the hosting of a reception for all participants.

- » The South African High Commissioner's four-day programme of events and seminars to mark 20 years of freedom, which included workshops to discuss proactive steps for the next 20 years. The series of round table discussions focused on education, sport, arts and culture and included a business seminar, a young professional skills round table and a wine-tasting event at South Africa House.
- » A Fun Day at Saracens Rugby Stadium, which was attended by the GSA community and included a special performance by the South African music group Freshly Ground. During this event, 200 new GSA members signed up to receive the weekly newsletter and 20th anniversary marketing collateral was distributed.

Global South Africans continue to be a huge focus area for Brand South Africa to ensure positive positioning of South Africa as a business destination in the UK.

Brand South Africa arranged a number of events for GSA to participate in, which included:

- The screening of the film 'One Humanity' at BAFTA which told a good story about the two Mandela concerts (1988 and 1990), which helped mobilise the international community to support South Africa's struggle for liberation.
- The compilation and distribution of the GSA newsletter is an important channel through which Brand South Africa disseminates country messaging on competitiveness, as well as inspiring South African stories that relate to the achievements of the NDP.

- A partnership with the Homecoming Revolution (HCR) for the HCR Conference at the Olympia Exhibition Centre, which drew a large crowd of Global South Africans interested in exploring options to make a contribution to South Africa. The Conference also provided a platform for Brand South Africa to promote the organisation.
- Organised, convened and chaired a round table with UN Assistant Secretary-General, Phumzile Mlambo-Ngcuka, with a group of leading Global South African women.

The Brand South Africa UK team further:

- Supported the Department of Sports and Recreation's cultural programme of the Ekhaya for the Commonwealth Games in Glasgow, which included readings from the Robben Island Bible at the Mitchell Library in Glasgow.
- Attended and supported through messaging and collateral, the South Africa Season at the Edinburgh Festivals, which included the three South African receptions during the festival. South Africa's exposure across five of Edinburgh's 12 Festivals represented the broadest exposure that any country outside the UK has to date enjoyed in Edinburgh. It was the culmination of a three-year partnership build-up.



UK - My SA Journey: by John Battersby



UK Chamber Business Awards

- Organised and executed a high-level business breakfast and round table with 40 investors, which included keynote addresses and inputs from leading South Africans, namely Anglo American's Ms. Khanyisile Kweyama; Dr Anna Mokgokong of the South African branch of the International Women's Forum; Mr. Kuseni Dlamini, Chairman of the Times Media and Massmart/Walmart; and Dr. Narissa Ramdhani, CEO of the Ifa Lethu Foundation.
- Mobilised GSAs and investors for the Ifa Lethu Foundation Gala Investment Event at Mansion House, which was attended by 170 dignitaries and investors, including speakers from South Africa; Baroness Scotland; Sir Michael Bear; former Lord Mayor of the City of London, Lord Renwick; Hugh Masekela; and Mick Hucknall of music band, Simply Red.

In building South Africa's reputation, Brand South Africa undertook the following activities in the UK:

- Led South Africa's partnership with InnovaBRICS and co-ordinated the participation of the South African High Commission and various other stakeholders for the activation of the programme. This included the Ministerial delegation led by Minister in the Presidency, Mr. Jeff Radebe and the Ministers of Finance, Mr. Nhlanhla Nene, the Minister of Trade and Industry, Mr. Rob Davies and the Minister of Communications, Ms. Faith Muthambi. South Africa's participation in InnovaBRICS enabled the high-level South African delegation to profile the South African economy, the National Development Plan and issues relevant to investors, particularly around the mining industry.

The visit succeeded in strengthening channels and the relationship between senior government officials of the Economic Cluster and the investment community in the UK; between government and the domestic and international private sectors; public-private partnerships with financial, technical and legal entities in the City of London, and strengthened trade and investment relations between the UK and South Africa. This was successfully achieved through a series of meetings with Baroness Scotland and British Prime Minister David Cameron's special envoy for trade and investment with South Africa and served as a high-level platform to raise awareness and get investor buy-in for Operation Phakisa and the National Development Plan.

In fulfilling its strategic imperative of a positive disposition of South Africa amongst target audiences, Brand South Africa successfully embarked on the following stakeholder engagements:

- Supported several additional investor dialogues to communicate the economic opportunities offered in South Africa and the progress of the National Development Plan for:
 - » Finance Minister, Mr. Nhlanhla Nene
 - » Brand Ambassador, Dr. Zweli Mkhize
 - » Presidential Spokesman, Mr. Mac Maharaj
- Facilitated a business round table with the Royal Africa Society and Chatham House, and business representatives from the South African Chamber of Commerce in the UK and Deloitte, to discuss trade and investment opportunities with South Africa.

- South African Tourism held an engagement with UK Tour Operators, which offered Brand South Africa the opportunity to highlight its role as the custodian of the country branding, whilst working as Team South Africa with all South African representatives in the UK. This includes: the South African High Commission, SAA, Tourism South Africa and Brand South Africa.
- In promoting South Africa's cultural experience, Brand South Africa supported four South Africa tasting nights in a high-end restaurant in Kent, with a South African Chef and dinner at the High Table at St. Anthony's College Oxford, which was aimed at encouraging Oxford University to increase the scholarships offered to South Africa.

UNITED STATES OF AMERICA (USA)

Brand South Africa engaged with a number of stakeholders to build and strengthen relationships that assist in executing the mandate of the organisation in the USA market.

In the 2014/15 financial year, Brand South Africa continued to support various engagements and events in the USA and focused on:

- The commemoration of 'South Africa's, 20 years of democracy' in New York's financial district with the Consul-General.
- A reception for 250 KPMG accountants and corporate clients, where former Alliance Capital Chairman, Frank Savage, delivered a keynote address highlighting the reasons why South Africa is an attractive investment destination.
- A reception and briefing for 80 Meridian House, Rising Leaders (business executives, media, administration officials and congressional staff) that focused on South Africa's competitiveness and achievements over the past 20 years.
- A round table in Palo Alto, California, for South African entrepreneurs and technology Executives that focused on the GSA programme and the outcome of the South African elections. This was also aimed at encouraging Global South Africans to promote South Africa in the USA.

Brand South Africa continued with a number of strategic activities that sought to position the country as a competitive business destination that is open for business:

- Business round tables in Charlotte, North Carolina, contextualised South Africa's plans for energy security and other South African investment opportunities.
- Hosted a luncheon in honour of the President of South Africa at the National Press Club during the US-Africa Leaders' Summit in Washington.
- Supported the Inaugural Siyabonga Business Awards Gala held at the Marriott Marquis on Times Square in New York. Brand South Africa collaborated with DIRCO and the dti to honour US companies, NGOs and Global South Africans for exceptional contributions towards the implementation of the NDP's goals. The Award's dinner was combined with the Johannesburg Stock Exchange's (JSE's) Annual "South Africa Tomorrow" New York Investment Conference. Award recipients included General Electric (GE), whose CEO, Mr. Jeffrey Immelt prepared a special video to express his appreciation; GSA, Ms. Soula Proxenos, Managing Partner of International Housing Solution, a private equity firm that has raised millions of dollars for investment in low and middle income housing in South Africa; GSA, Mr. Albert Maartens, Head of Standard Bank's New York operation, for his contributions as a committed member of Team South Africa in the USA; and Ms. Mary Tiseo and Ms. Donna Katzin, Executive Directors



Team South Africa in the USA



Team South Africa in the USA

of SA Partners and Shared Interest - respectively; two NGOs that are channelling both investment and philanthropic resources to education, health programmes and emerging enterprise in South Africa.

- Hosted a farewell investor dinner for departing Ambassador Ebrahim Rasool; and also worked with the Ambassador and other stakeholders to develop messaging around the Ebola epidemic, and drafted talking points for Team South Africa.

In shaping South Africa's reputation, key articles were distributed to the USA media:

- The USA team developed content and designed material for dissemination via its media partnership with the publication, Foreign Policy, to raise awareness among USA decision-makers of government's investor-friendly and fiscally sound economic policy direction. Brand South Africa's article entitled "In South Africa, a New Plan for Private Sector Growth" was prominently featured on the landing page of foreignpolicy.com for a full week in November.
- Several articles, distributed via the PRNewswire channel, focused on South Africa's economic climate and the NDP, Johannesburg being hailed among the world's most inspiring cities, South Africa's response to the Ebola epidemic and the launch of a new line of South African cosmetics in the USA market that is based on indigenous plants.

- Launched an online survey of Global South Africans as part of the year-end outreach that included the recording of a farewell video message from outgoing Ambassador Ebrahim Rasool, who was a major champion of the GSA project during his time in the USA. The survey is designed to assist Brand South Africa gain a better understanding of how best to engage with the GSA network and to advance the objectives of Brand South Africa.
- Brand South Africa received a Vivian Award from The National Press Club for "Outstanding service to the Club". This service included the Presidency's acceptance of the Club's invitation for President Zuma to be its luncheon speaker during the USA-Africa Leaders' Summit and securing donations of South African wine for two major Press Club events.
- Key articles were distributed to the media in the USA, focusing on:
 - » Using South Africa's 'Renewable Energy Independent Power Producers Procurement Programme' to illustrate South Africa's attractiveness as an investment destination.
 - » A thought leader article highlighting the National Development Plan and government's commitment to its implementing on commencement of the African National Congress's (ANC's) fifth administration.
 - » Unpacking survey data from the Pew Research Centre, which showed South Africans as being more hopeful about the economic future than years ago.
 - » Profiling of Global South Africans in the USA based on current census and immigration data.

CHINA

To ensure brand and message alignment by stakeholders and to positively influence South Africa's perceptions, Brand South Africa's China office facilitated an event to present and introduce SAA and Brand South Africa to key Chinese companies that are doing business in South Africa, and also formalised a working relationship with SAA, South African Tourism and the Embassy of South Africa in Beijing. The event focused on improving investor perceptions on the 'Ease of doing business' in South Africa, creating a platform to engage with media and key investors in South Africa, and dispelling market concerns about the impact of the new immigration rules.

This was also a strategic platform for SAA to announce the new flight times and an additional direct flight from Beijing to Johannesburg, South Africa, in the China media.

Brand South Africa's activities in China during this financial year included:

- Supported South African Tourism in hosting the 2014 Trade Workshops in Hong Kong, Chengdu, Shenyang and Beijing, by communicating on the different ways of travelling in South Africa and strengthening relationships with local media.
- Participated in the South African Tourism, Trade and Media Forum on the 'Inspiring New ways' experience, with the objective of enhancing the brand image of South Africa and introducing more content resources to targeted audiences in the Chinese market.

- Three Chinese journalists participated in a South Africa media tour, which provided Brand South Africa with an opportunity to showcase South Africa's competitiveness, as well as the relevant policy actions around South Africa's implementation of the National Development Plan, and its progress in realising the country's developmental agenda.
- Participated and supported South African Diplomatic Missions (Beijing Embassy, Hong Kong Consulate and Shanghai Consulate) during the National Days, and the launches of the 'Year of South Africa' in Shanghai and Beijing, by providing marketing collateral, media interviews and online support.
- Delivered a presentation at the QS World University Rankings®: BRICS 2013 and BRICS Conference on "Developing countries in the spotlight" in Beijing, which highlighted South African Universities as competitively positioned to attract BRICS graduates.

GLOBAL SOUTH AFRICANS IN CHINA

- Hosted the first Play Your Part dialogue in China: "What Africans gave for South Africa's Freedom" in celebration of Africa Day, which seeks to inspire active citizenship among South African graduates living in China, and also contributed written reports on the subject.
- Hosted a special business luncheon with South African Chef, Lerato Miza, to present the Global South African programme to South African business representatives. The business lunch also provided an opportunity to update the South African business community about the 'Year of South Africa' programme and request sponsorship and support for South Africa.
- Hosted a heritage lecture with Ms. Bridgett Majola and Mr. Jay Schutte for GSA graduates in China, which was supported by Investec. The theme of the lecture was "Celebrating 20 years of Democracy: Tell Your Story that moves South Africa Forward", which was aligned with the 2014 Heritage Day celebrations in Beijing and in the Ningbo province.
- During the summer DAVOS (World Economic Forum in China), Brand South Africa delivered a three-day programme under the theme, "Creating value through innovation" in Tianjin and hosted an investor cocktail event which was endorsed by the Minister of Higher Education and Training, Dr. Blade Nzimande.
- Facilitated the inclusion of five South Africans to be featured in short documentaries titled "I live in China" which focused on South Africans flying the flag in China. The documentaries will be flighted online and on Chinese TV in 2015 for "2015 Year of South Africa" in China.



Dr. Aaron Motsoaledi, Minister of Health of South Africa, HE Ambassador Dr Bheki Langa, the Ambassador of the Republic of South Africa in China, Mr. Bradley Brouwer, President: Asia Pacific, South African Tourism and Mr. Miller Matola, CEO of Brand South Africa, at a press briefing in Beijing.



Minister Motsoaledi, Minister of Health of South Africa held a press conference about Ebola in Beijing and expressed that South Africa has the ability to prevent and control Ebola.

SOUTH AFRICA'S REPUTATION IN CHINA

- Brand South Africa localised Standard & Poor's response to South Africa's international rating following the downgrade by Moody's. The Standard & Poor Report was distributed to the media and the South African Embassy, to share with the Ministry of Commerce publication.
- China media coverage of South Africa for the financial year under review was positive with the main driver being the BRICS Summit. Negative drivers of perceptions about South Africa in the media included: the new immigration rules and their impact on tourism, as well as reports of Ebola in Africa.

THE DTI EXPO

- Brand South Africa's mandate promotes working with and through stakeholders and as such the China office supported the dti during their EXPO in China. Brand South Africa delivered an impactful media programme for the dti programme, "5 exhibitions in 5 cities" (Hong Kong, Shenzhen, Chengdu, Shanghai and Beijing). This contributed to increased awareness of trade products from South Africa and profiled ten key export and investment projects that the dti targeted to promote in China. In addition, the distribution of online content and the profiling of South Africa as a lucrative export and investment market resulted in media coverage and publication advertising value equivalency exceeding US\$ 1 million.

- Localised and produced marketing collateral for five EXPOS, Investment Seminars, three Gala Dinners and two wine tasting events for the dti Expos in the five cities. Highlighted the Top 10 value-added products for export, investment projects, and developed localised profiles for 51 companies participating in the Expo.
- Piloted the Brand South Africa Business Dialogues with Chinese investors and exhibitors during the dti EXPOS and interviewed three Chinese companies with operations in South Africa, who are investigating further investment in South Africa. The three videos will be loaded onto Chinese online TV (YOUKU) to balance negative content posted. Also interviewed South African exhibitors to highlight continuous efforts in China by the South African government to create platforms for Small, Medium and Micro Enterprises (SMMEs) as well as emerging exporters, to market their products in China.

STATE AND MINISTERIAL VISITS SUPPORT

- During the Ministerial visits, Brand South Africa provided marketing collateral, distributed press releases and facilitated print, radio and TV media engagements for visiting Ministers and senior government officials. These included: Minister Ngoako Ramathodi's participation during the China Mining Conference, Minister Rob Davies during the dti Expos and State Visit, and Minister Gugile Nkwinti during the dti Expos.



Minister of Communications, Ms. Faith Muthambi signs a farewell message on the Tianjin Government scroll.



Investor discussion with Miller Matola, CEO of Brand South Africa.

- During the State Visit of the President of South Africa, Brand South Africa facilitated a TV interview as well as print and broadcast media, to cover President Zuma's lecture at the Tsinghua University where he delivered a lecture under theme: "20 Years of Freedom and Democracy and the legacy of late former President Nelson Mandela" and was honoured with an Honorary Professorship by the Tsinghua University.
- In addition, the strategic media relationship with China Daily was leveraged to secure a country supplement, as well as to produce a special high-level book with a collection of newspaper articles about South Africa, commemorating the 'Year of South Africa' in China, which was published during President Zuma's State Visit to China in December 2014.
- Brand South Africa produced marketing collateral, media briefing and delegation information packs for the State Visit Business Forum programme, which included a South African Companies Business Briefing session, a Plenary Session, a Presidential Business Lunch, Ministerial Media Conference/ briefings, and four business breakaway sessions. The team also facilitated and executed a robust media programme for the State Visit business programme with interviews for seven of the Ministers participating in the State Visit, as well as Brand South Africa's Executives and Executives of South African State Owned Enterprises.

AFRICA AND MIDDLE EAST

Africa's soaring economic growth over the past 15 years has resulted in a burst of optimism about the continent's future.

In ensuring a positive disposition of South Africa amongst target audiences on the continent and in the Middle East, Brand South Africa hosted stakeholder engagements in Angola, DRC, Senegal, Ghana, Kenya, Nigeria and the UAE, as well as with GSAs in Ghana and the UAE. A virtual media engagement was also undertaken in Senegal in partnership with the South African Embassy in Dakar.

The stakeholder dialogues on the continent deliberated on building competitive African Nation Brands, whilst at the same time communicating South Africa's competitiveness as a trade and investment destination. Brand Ambassador, Dr. Zweli Mkhize, addressed the stakeholder sessions in Nigeria and Kenya, and the Deputy Minister, Mr. Mzwandile Masina, addressed the second engagement in Lagos, Nigeria, focusing on trade and investment opportunities in South Africa.

A dialogue on Angola's competitiveness as a nation brand was also held with businesses in Johannesburg, whilst another session comprising South African corporates operating in the continent, was addressed by the Deputy Minister of Communications, Ms. Stella Ndabeni-Abrahams. This was aimed at establishing coherence in communicating the South African narrative on the continent.

In the UAE, Brand South Africa hosted a session with Global South Africans (GSAs) and Emirati stakeholders, which were addressed by the Deputy Minister of Communications Ms. Stella Ndabeni-Abrahams and the Chairman of the Brand South Africa Board of



Media Engagement hosted by Centro de Imprensa Anibal de Melo (CIAM) in Luanda, Angola – March 2015



Amb. Yusuf (Nigeria's HC to SA); DM Masina; Amb. Monaisa (SA C-G in Nigeria), Mr. Miller Matola (CEO: Brand SA) during the Press Briefing during the SA-Nigeria Dialogue (August 2014)



Ghana-GSA on the evening of the 25th November 2014. Ms. Benedicta Nkrumah-Boateng, Acting CEO / Corporate Communications Manager: Brand Ghana; Mr. Kojo Dougan, President of the Ghana-South Africa Business Chamber (GSABC); Mr. Albert Kruger, Metropolitan Ghana and Dr. Petrus De Kock, GM: Research & Analysis-Brand SA

Trustees, Ms. Chichi Maponya, to communicate South Africa's value proposition and attractiveness as a trade and investment destination in this key market, under the theme 'South Africa is moving forward'.

To ensure that South Africa's competitiveness is communicated, particularly in key identified markets in Africa, and in the Middle East, two media partnerships were signed with the African Press Organisation (APO) and CPI Media in the UAE.

Other key highlights for Brand South Africa in the AME region included:

- Involvement in the WEF Africa programme through the development of relevant messaging for Team South Africa; hosting of a pre-WEF Africa Team South Africa briefing; a robust pre, during and post WEF Africa media programme; hosting of a WEF-Africa Dialogue, which was attended by approximately 80 stakeholders and focused on building Africa's competitiveness. Brand South Africa Trustee, Mr. Geoff Rothschild, delivered the welcome address and panellists included Mr. Seyi Bickersteth, Head of West Africa Practice of KPMG; Mr. Cas Coovadia, Acting CEO of BUSA; Ms. Clare Akamanzi, Chief Operating Officer (COO) of Rwanda Development Bank and Mr. Mthuli Ncube, Chief Economist of AfD; and a media partnership with CNBC Africa which included pre-promotional spots and the promotion of South Africa during the main WEF Plenary live debate.

- Hosted the African Unity for Renaissance Conference, in partnership with the Human Sciences Research Council (HSRC) and other stakeholders; as well as the Africa Day Dialogue which focused on communicating Africa's competitiveness, and was attended by over 80 academics from the continent, and speakers included Dr. Thokozani Simelane from the Africa Institute, Mr. Pali Lehohla from Statistics South Africa, author Mr. Victor Kgomoewana, and Mr. Miller Matola, CEO of Brand South Africa.
- Brand South Africa facilitated a media and stakeholder engagement during the dti Investment and Trade Initiative (ITI) in the DRC and prepared for this event by meeting with critical stakeholders in the market, building up to the dialogue session.
- A tactical opportunity was the visit of Brand Ambassador, Dr. Zweli Mkhize, to Nigeria (to both Abuja and Lagos), which assisted in profiling the work of Brand South Africa through the media and other platforms. It also provided an opportunity to meet with South African companies in Nigeria to gain insights on doing business in this country, whilst outlining the role they could play in the GSA network and in Brand South Africa's Play Your Part programme.
- Steady progress was made with media coverage in Kenya, Angola, Zambia and Nigeria, on identified issues that drive reputation and competitiveness, as a result of the various events hosted in these countries.
- The GSA engagements and newsletter continue to contribute positively to encouraging GSAs to register on the network.

Brand South Africa's presence in Brazil, India, Russia (BRICS countries) and Germany is managed through the appointed agency and its team based at Head Office in South Africa. The key message promoted in these identified markets is that South Africa is a competitive and attractive investment destination of choice.

GERMANY

To commemorate South Africa's 20 years of democracy, Brand South Africa worked with the South African Embassy in hosting a celebratory event to mark this occasion, as well as positively positioning the country's 2014 National Elections within the German media, by leveraging a by-lined article by Brand South Africa CEO, Miller Matola.

The Brand South Africa team leveraged the announcement on the passing of the Special Economic Zones Act within the German media, which positively discussed the benefits of these special zones to the country's economy; the successful Women in business in Germany and South Africa' round table and media lunch with the General Consulate, where several Embassy and media representatives attended; and the participation of Brand South Africa CEO, Miller Matola, in the opening panel discussion of the 4th South Africa Business Forum .

Other issues in the German media focused on the 13th Conference in the Fight against HIV/AIDS which was held in Durban; South Africa's struggle to preserve the rhinoceros stocks in the country and President Zuma's State of the Nation Address.

The distribution of content pieces to the media continues to generate good value in positively promoting the country and positioning South Africa as an investment and business destination. These included: 'South African mining sector banks on technology'; 'Why does South Africa participate in the World Economic Forum'; 'South African Competitiveness in focus'; and 'MTN leads the Brand Finance South Africa Top 50 for the second year', which was well received by the media and showcased South African brands that continue to grow.

BRAZIL

Brand South Africa's Brazil team was able to generate increasing media interest relating to South Africa's hosting of the World Cup, specifically the lessons that South Africa could impart to Brazil ahead of the 2014 FIFA World Cup hosted by Brazil. Interviews with Mark Fish, the former Bafana Bafana team player; Radio 702, sports show presenter, Udo Carelse, and content from Danny Jordaan that contextualised South Africa's successful hosting of the 2010 FIFA World Cup, resulted in positive media coverage in several national publications.

The BRICS Conference, with in-country activities during the event and increased media coverage, was largely driven by a press conference with Trade and Industry Minister Rob Davies and interviews with various members of Team South Africa.

Positive positioning of the country within local media was implemented through leveraging the 20th anniversary of South Africa's democracy; the promotion by the South African government of educational and scientific cooperation with Brazil; and on the topic of 'Local companies can find business opportunities in real estate and renewable energy', which highlighted the 50% growth in trade which has taken place between the two countries.

Several press releases were issued of topics to positively promote South Africa as an investment, tourist and business destination as well as to capitalise on the South African business mission during the Consulate's visit to Sao Paulo, Brazil.

The team continues to focus on stakeholder engagements and strengthening international relations to deepen the relationship between Brazil and South Africa, in a variety of fields.



BRICs Summit, September 2014, at Fortaleza, Brazil



20 years of Freedom - National Day Reception April 2014, at Sao Paulo, Brazil

INDIA

The Brand South Africa team capitalised on a number of key events and activities to generate media coverage to positively position South Africa. These included the 20th anniversary year of South Africa's democracy; South Africa's renewable energy programme and the positive trade relationship between India and South Africa. The Indo-South Africa Week provided a good platform for the team to create awareness for Brand South Africa through both the pre-event and during event activities.

A content article, authored by Brand South Africa's CEO, Miller Matola, on South Africa's top brands; South Africa's need for expertise from India in Science and Education; a press meeting for Minister Sisulu; and commentary from South Africa's Minister of International Relations and Cooperation, Ms. Nkoana-Mashabane, on the shared legacy of Mahatma Gandhi between India and South Africa, further improved the news coverage on the country.

Media coverage was also heightened through an extremely successful International Trade and Investment event which took place in Hyderabad and Kolkata, where two round tables were hosted and 17 media interviews conducted.



2015 Mandela Day Soccer Tournament



NELSON MANDELA DAY observed in New Delhi through 67-minutes of service



South Africa High Commissioner in India Mr. F K Morule addressing members of the High Commission staff on Nelson Mandela International Day.

RUSSIA

The Brand South Africa team in Russia secured an exclusive interview with the World Economic Journal for South Africa's Ambassador to Russia, Mr. Mandisi Mpahlwa, that focused on trade and economic relations with Russia and highlighted industries of focus for the South African economy.

The 5th Festival of Wines of South Africa, in Moscow, was leveraged to focus on the competitiveness of the South African wine industry.

With South Africa looking to diversify its energy base, Russian company Rosatom's attractiveness as a nuclear energy provider in their local market, was also leveraged.

Brand South Africa hosted a briefing on Russia-South Africa Business Council Forum with Mr. Kester Khlomegah, Editor of Business Africa; Mr. Alexei Chichkin, Business correspondent of Rossiyskaya Gazeta; and Mr. Christopher Kenneth, Senior Reporter, merger market.

- Good media coverage was also received from:
 - » The meeting of the South African Minister of Science and Technology, Ms. Naledi Pandor, and Sergey Saveliev, Deputy Director of the Russian Federal Space Agency Roscosmos, which focused on 'Cooperation in Space' within the framework of the BRICS.
 - » The South African Trade and Investment Mission's visit to Russia and the Russia-South Africa Business Forum, which took place in Yekaterinburg.

- » The interview with Zimbabwean Ambassador, Boniface Chidyausiku, which focused on the role South Africa is playing in the economic development of the southern African region, and in promoting Zimbabwe's bilateral trade relations with Russia by allowing the country to export goods through its seaports.
- » The ITI event held in Russia, where South African Ambassador in Russia, Mr. Mandisi Mpahlwa, indicated that they are looking into the potential of setting up more visa-facilitation centres in Russia, due to the new visa requirements set out by South Africa.
- » The South Africa-Russia Business Forum held in Moscow.
- » The 23rd International Food and Drinks Exhibition (World Food Moscow 2014) where a mini round table discussion was hosted, focussing on how South African companies could exploit new trading opportunities in the light of Russian sanctions on the European Union food exports.

From the work concluded by Brand South Africa during the past financial year, it is evident that efforts to strategically position South Africa as a competitive destination of choice, is slowly realising benefits, as is evidenced in a recent international survey which revealed that South Africa is associated with competitive sectors such as finance, agriculture, mining and services.

In addition, the GSA programme remains a key strategic flagship initiative and will continue to be enhanced as part of Brand South Africa's efforts to build influential brand ambassadors for the country.

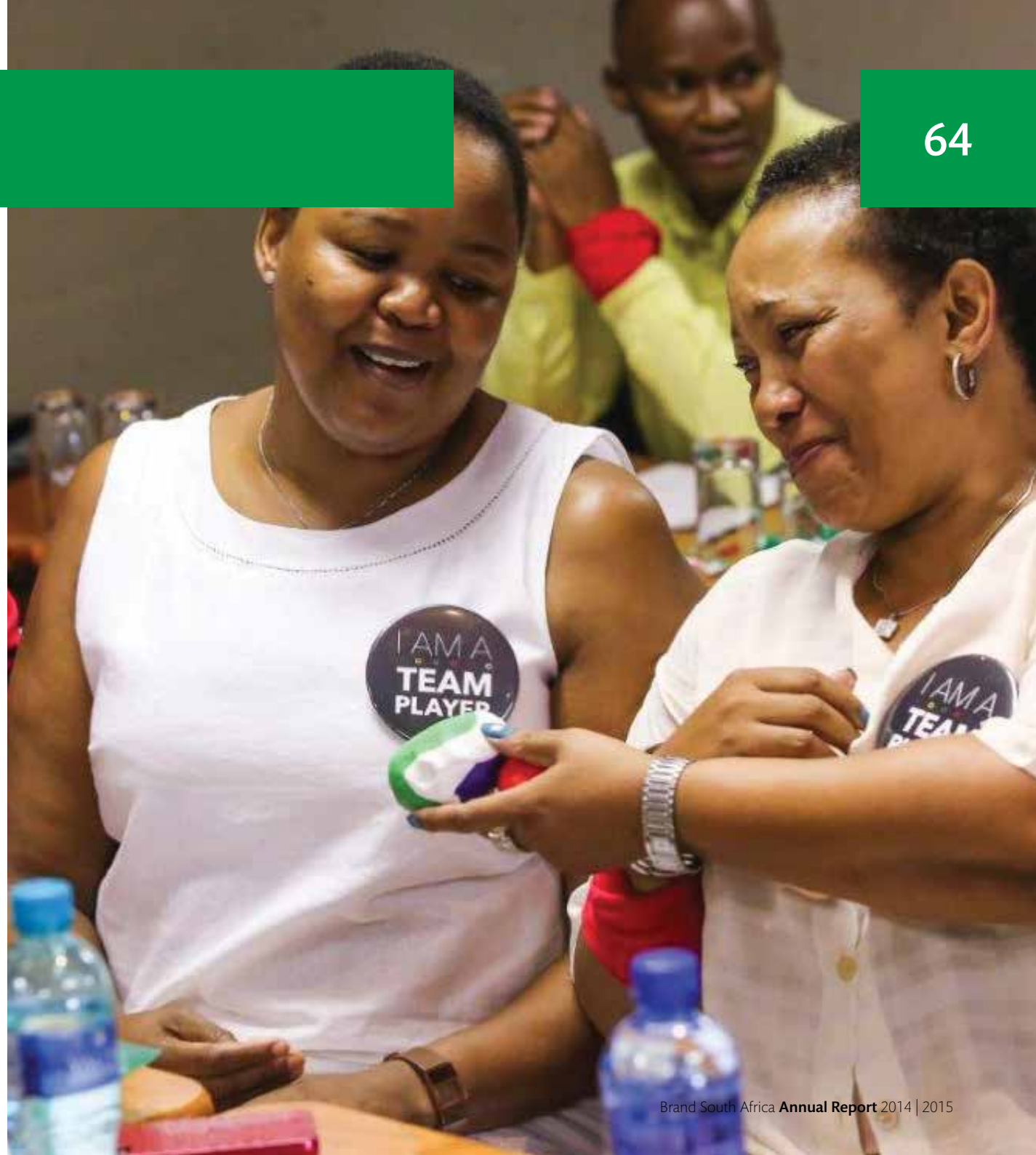
ORGANISATIONAL SUSTAINABILITY



Building a sustainable organisation is an essential key performance area of Brand South Africa's business plan. It is tasked with developing and managing the organisational capabilities both locally and globally to ensure an effective and sustainable organisation to fully deliver on the mandate and business strategy of Brand South Africa. This outcome is delivered through the Corporate Services team, which comprises the Human Resources, Information Technology and Legal functions, as well as through the Finance Department.

HUMAN RESOURCES

In the year under review, Brand South Africa embarked on the implementation of an organisational development process, following the approval of the new organisational structure by the Board. The new organisational structure increased the number of positions from 43 to 57 and was officially implemented with effect from October 2014. Six of the new positions will be phased in and filled in the 2015/16 and in 2016/17 financial years, due to budgetary constraints and non-activation of markets such as Brazil and India. Human Resources successfully ensured the conclusion of consultations with the affected and impacted employees and developed and advertised the eight critical new and vacant job profiles as approved by the Board. This will enable the organisation to expedite its mandate and reduce the heavy workload on existing staff.



A salary parity exercise was also conducted by Human Resources which was aimed at ensuring that there is parity in the remuneration of employees who perform similar kinds of work, and to correct any salary disparities.

Following the recruitment of several new staff in October 2014, an employee team-building exercise was undertaken to consolidate the culture and values programme, as a result of the introduction of the Brand South Africa values, which was developed in March 2014. The team-building session also focused on the induction of new staff and the re-induction of existing staff, following the new Organisational Development programme, and through the engagement of all employees, developed the meaning of the values and appropriate set of behaviours for each value, in order to create a high-performance organisation, which is conducive to Brand South Africa's mandate.

The team-building event culminated in the annual Employee Brand Loyalty Awards Programme (EBLAP): a tool that links rewards to outstanding, innovative, inspiring and loyal employees; motivates and enhances employee productivity; attracts and retains requisite employees; reduces staff turnover; and nurtures true brand loyalty.

For the 2014/15, Brand South Africa awarded bursaries to eight employees to promote further education.

Short courses which included: Fundamentals to Project Management, Protection of Personal Information (POPI) and Pastel, were also offered to employees to assist with their training to effectively meet the organisational objectives.

Human Resources successfully migrated all the performance contracts to the electronic platform, Smart HR, and continues to successfully conduct the quarterly assessments using this system. The automation of the performance management system has resulted in the reduction of the use of paper and will reduce administrative processes over time.

Employees also participated in:

- Heritage Day celebrations as part of Brand South Africa's culture and values programme.
- The 702 Walk the Talk was attended by staff members as part of the Wellness programme.
- A Mandela Day clean-up campaign was successfully held at a school in Bekkersdal, in partnership with the Methodist Church of South Africa, as part of Brand South Africa's corporate social investment programme.
- A successful 'Take a Girl Child to Work' programme was hosted with learners from three senior schools, to expose young girls to the work of Brand South Africa. Learners were also addressed by Luvuyo Mandela, a Play Your Part Ambassador.



Brand South Africa CEO Miller Matola presenting at team-building session



Brand South Africa employees at team-building session

HUMAN RESOURCES STATISTICS FOR THE YEAR ENDED 31 MARCH 2015

TOTAL	BLACK	%	COLOURED	%	INDIAN	%	WHITE	%	TOTAL
Top Management	2	4%	0	3%	0	0%	0	0%	2
Senior Management	13	22%		0%	1	2%	1	2%	15
Professionally qualified and experienced Specialists and Mid-management	0	0%	0	0%	0	0%	1	2%	1
Middle Management	10	22%	1	2%	0		1	2%	12
Semi-skilled and discretionary decision-making	9	20%	2	4%	0	0%	1	2%	12
Unskilled and defined decision-making	3	7%	0	0%	0	0%	0	0%	3
People with disabilities	0	0%	0	0%	0	0%	1	2%	1
TOTAL	37	82%	3	7%	1	2%	4	9%	45
FEMALE									
Top Management	1	2%		0%	0	0%	0	0%	1
Senior Management	9	20%	0	0%	1	2%	0	0%	10
Professionally qualified and experienced Specialists and Mid-management	0	0%	0	0%	0	0%	0	0%	0
Middle Management	2	4%	1	2%	0	0%	1	2%	4
Semi-skilled and discretionary decision-making	8	19%	1	2%	0	0%	1	2%	10
Unskilled and defined decision-making	2	4%	0	0%	0	0%	0	0%	2
People with disabilities	0	0%	0	0%	0	0%	1	2%	1
Sub-total: Female	22	49%	2	4%	1	2%	2	4%	27
MALE									
Top Management	2	4%	0	0%	0	0%	0	0%	2
Senior Management	7	18%	0	0%	0	0%	1	2%	8
Professionally qualified and experienced Specialists and Mid-management	0	0%	0	0%	0	0%	1	3%	1
Middle Management	4		0	0%	0	0%	0	0%	4
Semi-skilled and discretionary decision-making	2	4%	0	0%	0	0%	0	0%	3
Unskilled and defined decision-making	1	2%	0	0%	0	0%	0	0%	1
People with disabilities	0		0		0		0		0
Sub-total: Male	16	36%	0	0%	0	0%	2	4%	18
TOTAL PDI		84%		4%		2%		9%	
Disabled	0		0		0		1		0
GRAND TOTAL: M+F	38		2		1		4		45
Percentage	84%		4%		2%		9%		100%

INFORMATION TECHNOLOGY (IT)

The environment within which Brand South Africa's Information Technology (IT) operates is determined by the IT Governance Framework of the Public Service Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF). The IT Governance Framework informs the development of a Business Continuity Programme (BCP) and a Business Continuity Management (BCM) strategy.

By the end of the 2014/15 financial year, IT commenced the implementation of a Disaster Recovery (DR) site in support of the company's Business Continuity Management strategy. The current and comprehensive backup schedule ensures that all IT systems are backed up and the addition of a DR site ensures that not only the Recovery Point Objectives are met, but also Recovery Time Objectives are significantly improved.

In addition, IT has successfully completed the IT server and storage virtualisation project by creating virtual servers which are easily managed and accessible. This has resulted in cost savings of future software licensing, as well as improved IT performance and data recovery. IT has also concluded the Business Requirements Study for an appropriate Enterprise Resource Plan (ERP) system.

IT will continue to ensure the effective management of the IT infrastructure, architecture, day-to-day operations, IT security, administration and maintenance to ensure optimal performance of the organisation

LEGAL

The newly established legal division ensures that Brand South Africa's processes and practices are reviewed and benchmarked on an ongoing basis in order to ensure compliance with local and international legal obligations.

Notable achievements during the past year include:

- The successful registration of the pay-off line, 'Inspiring New Ways', in 41 (68%) countries to ensure that Brand South Africa owns the trademark in these countries and protects its intellectual property.
- Conducting an audit of all contractual agreements to ensure adherence to National Treasury regulations, preferential procurement prescripts and other relevant legislative requirements.
- Compiling a legal compliance checklist in order to ensure that the entire business complies with all the applicable legal frameworks.
- Providing legal opinions and advice in order to minimise the exposure of the organisation to possible litigation.



Brand South Africa team-building event



Brand South Africa team-building event

FINANCIAL MANAGEMENT

The Finance Department continued to make progress in ensuring the successful procurement of goods and services for Brand South Africa, as well as the appointment of various service providers to support the organisation, in line with transparent and accountable supply chain procurement practices.

In addition, the training and development of the internal finance team is also critical to delivering on its key performance areas. The team attended an advanced Pastel training course which has led to improved efficiencies and an enhanced understanding of the system as well as trained employees on supply chain management processes and the financial management system.

A rigorous risk management process was completed, which has produced operational risk registers per division, an overall organisational risk register, as well as a Risk Management strategy for the organisation as a whole.

It also ensured that all statutory submissions were complied with, and developed a fraud register for the organisation to list, track and deal with the reporting of incidents of fraud and corruption.

During the financial year, most of the findings in the audit clearance plan were addressed and progress was shared with the Minister. The findings pertaining to year end processes will be performed at year-end.

MOVING FORWARD

A sustainable organisation requires the administrative support of a dedicated team that is underpinned by an effective organisational development strategy and a prudent financial management and control strategy.

It is only through the allocation of proper resources, budgets, processes, systems and a committed, skilled and motivated team that Brand South Africa will continue to successfully deliver on its mandate to build South Africa's reputation, contribute to the country's global competitiveness, and inspire and instil pride and patriotism amongst South Africans, and drive active citizenry.



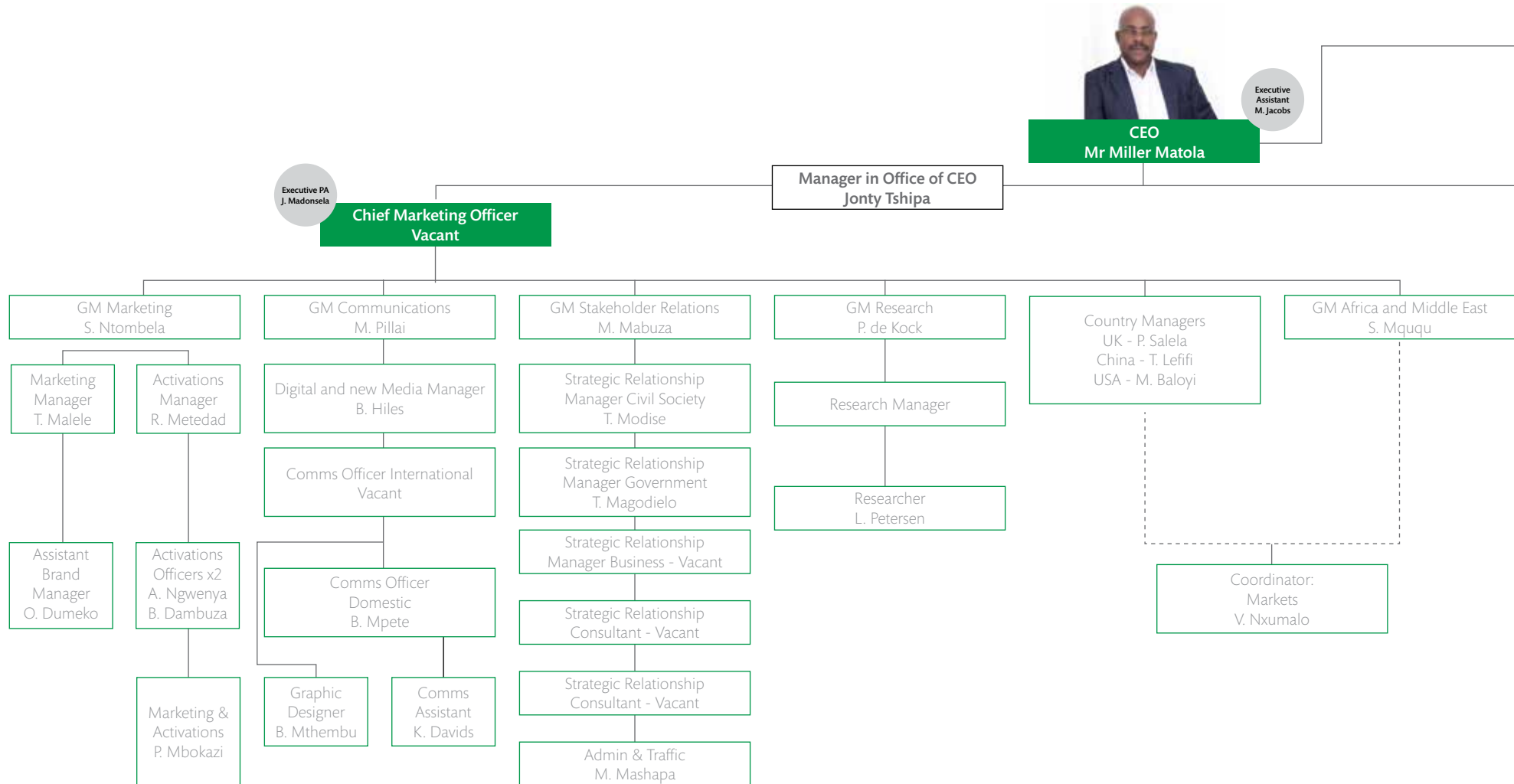
Employee Brand Loyalty Awards Programme



Employee Brand Loyalty Awards Programme

BRAND SOUTH AFRICA STRUCTURE

for the year ended 31 March 2015

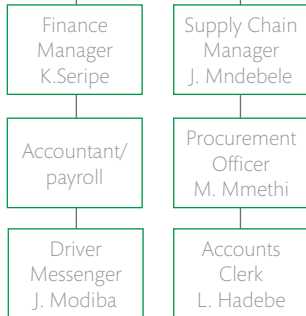


Board of Trustees



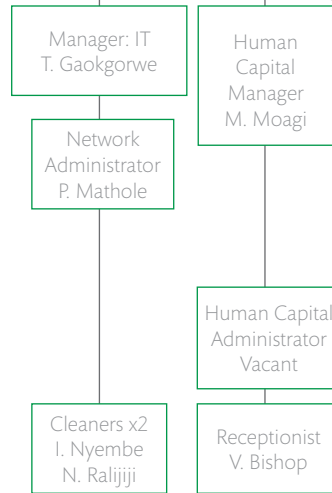
Chief Financial Officer
Alice Puoane

PA
R. Roslee



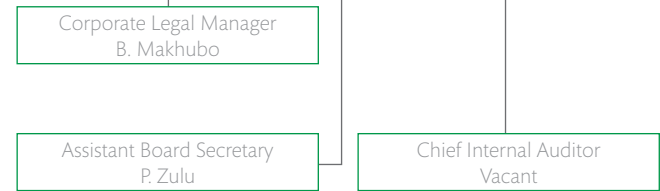
Director: Corporate Services
Vacant

PA
Q. Moroke




Director: Governance, Legal and Board Secretariat
Sifiso Nyoni

PA
N. Tshangana





ANNUAL FINANCIAL
STATEMENTS

BRAND SOUTH AFRICA TRUST

FINANCIAL STATEMENTS

for the year ended 31 March 2015

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THE REPORTS AND STATEMENTS SET OUT BELOW COMPRISE THE FINANCIAL STATEMENTS PRESENTED TO THE PARLIAMENT:

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BOARD OF TRUSTEES RESPONSIBILITIES AND APPROVAL

for the year ended 31 March 2015

The Trustees are required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is the responsibility of the Trustees to ensure that the financial statements fairly present the state of affairs of Brand South Africa as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the financial statements and are given unrestricted access to all financial records and related data.

The financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The financial statements are based on appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Trustees acknowledge that they are ultimately responsible for the system of internal financial control established by the entity and place considerable importance on maintaining a strong control environment. To enable the Trustees to meet these responsibilities, management sets standards for internal control aimed at reducing the risk of error or deficit in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk.

These controls are monitored throughout Brand South Africa and all employees are required to maintain the highest ethical standards in ensuring Brand South Africa's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in Brand South Africa is on identifying, assessing, managing and monitoring all known forms of risk across Brand South Africa. While operating risk cannot be fully eliminated, Brand South Africa endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Trustees are of the opinion that, based on the information and explanations given by management, the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute assurance against material misstatement.

The Trustees have reviewed Brand South Africa's cash flow forecast for the year to 31 March 2016 and, in the light of this review and the current financial position, they have put measures in place to address the current accumulated deficit so that the Trust can continue to operate in the foreseeable future.

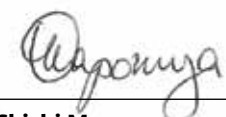
Brand South Africa now reports to The Department of Communications (Doc) as proclaimed on the 17th of July 2014, moving away from The Presidency. The entity is wholly dependent on The Department of Communications for continued funding of operations. The financial statements are prepared on the

basis that Brand South Africa is a going concern and that the Department of Communications has neither the intention nor the need to liquidate or curtail materially the scale of Brand South Africa's operations.

Although the Accounting Authority is primarily responsible for the financial affairs of Brand South Africa, they are supported by the entity's external auditors.

The external auditors are responsible for independently reviewing and reporting on Brand South Africa's financial statements. The financial statements have been examined by the entity's external auditors and their report is presented on page 75-76.

The financial statements set out on pages 79-131, which have been prepared on the going concern basis, were approved by the Accounting Authority on 31 July 2015 and were signed on its behalf by:



Chichi Maponya

Chairman Board of Trustees



Alice Puoane

Acting Chief Executive Officer
So delegated by the Accounting Authority

REPORT OF THE AUDIT AND RISK COMMITTEE

for the year ended 31 March 2015

We are pleased to present our report for the financial year ended 31 March 2015.

AUDIT AND RISK COMMITTEE MEMBERS AND ATTENDANCE

The audit and risk committee consists of the members listed hereunder and should meet four times per annum as per its approved terms of reference. During the current year, six meetings were held.

NAME OF MEMBER	NUMBER OF MEETINGS ATTENDED
Mr. G Rothschild (Chairperson)	6
Mr. W Morris	6
Mr. D Huysamer	5
Mr. L Mangquku	4
Mr. D Dyiwa - appointed on 23/06/2014	2
Ms. G Mtetwa - appointed on 23/06/2014	3
Ms. T Mashanda - appointed on 23/06/2014	2
Ms. K Gaesale (The Presidency)	3
Mr. C Molusi	0
Ms. M Silinga	0
Ms. R Moloto - resigned on 11/08/2014	0

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The audit and risk committee reports that it has complied with its responsibilities arising from section 55(1)(a) of the PFMA and Treasury Regulation 27.1.

The audit and risk committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

THE EFFECTIVENESS OF INTERNAL CONTROL

The system of internal controls applied by Brand South Africa over financial and risk management is effective, efficient and transparent. In line with the PFMA and the King III Report on Corporate Governance requirements, Internal Audit provides the audit and risk committee and management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to the controls and processes. From the various reports of the Internal Auditors, the Audit Report on the financial statements and the management report of the Auditor-General South Africa, it was noted that no matters were reported that indicate any material deficiencies in the system of internal control or any deviations therefrom. Accordingly, we can report that the system of internal control over financial reporting for the period under review was efficient and effective.

The audit and risk committee is satisfied with the content and quality of quarterly reports prepared and issued by the management of Brand South Africa during the year under review.

EVALUATION OF FINANCIAL STATEMENTS

The audit and risk committee has:

- reviewed and discussed the audited financial statements to be included in the annual report, with the Auditor-General;
- reviewed the Auditor-General of South Africa's management report and management's response thereto; and
- reviewed Brand South Africa's compliance with legal and regulatory provisions.

The audit and risk committee concur with and accept the Auditor-General of South Africa's report on the financial statements, and are of the opinion that the audited financial statements should be accepted and read together with the report of the Auditor-General of South Africa.

INTERNAL AUDIT

The audit and risk committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to Brand South Africa and its audits.

AUDITOR-GENERAL OF SOUTH AFRICA

The audit and risk committee has met with the Auditor-General of South Africa to ensure that there are no unresolved issues.



Geoff Rothschild
Chairperson of the Audit Committee

Date: 31 July 2015

REPORT OF THE AUDITOR GENERAL TO PARLIAMENT ON BRAND SOUTH AFRICA TRUST

for the year ended 31 March 2015

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Brand South Africa Trust set out on pages 79 to 131, which comprise the statement of financial position as at 31 March 2015, the statement of financial performance, statement of changes in net asset and cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as the notes, comprising a summary of significant accounting policies and other explanatory information.

Accounting authority's responsibility for the financial statements

2. The board of trustees, which constitutes the accounting authority is responsible for the preparation and fair presentation of these financial statements in accordance with the Generally recognised Accounting Practice (Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No. 1 of 1999) (PFMA), and the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-general's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the International Standards of Auditing. Those standards require that I comply with ethical requirements,

and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

4. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

6. In my opinion, the financial statements present fairly, in all material respects, the financial position of Brand South Africa Trust as at 31 March 2015 and its financial performance and cash flows for the year ended, in accordance with the Standards of GRAP and the requirements of the PFMA.

Emphasis of matter

7. I draw attention to the matter below. My opinion is not modified in respect of this matter:

Restatement of corresponding figures

8. As disclosed in note 30 to the financial statements, the corresponding figures for 2014 have been restated as a result of an error discovered during 2015 in the financial statements of the Brand South Africa Trust at, and for the year ended, 31 March 2015.

Report on the legal and regulatory requirements

9. In accordance with the public Audit act of South Africa, 2004 (Act No. 25 of 2004) (PAA) and the general notice issued in terms thereof, I have a responsibility to report findings on the reported performance information against predetermined objective for selected programmes presented in the annual performance report, compliance with legislation and internal control. The objective of my tests was to identify reportable findings as described under each subheading but not to gather evidence to express assurance on these matters. Accordingly, I do not express an opinion or conclusion on these matters.

Predetermined objectives

10. I performed procedures to obtain evidence about the usefulness and reliability of the reported performance information for the following selected programmes presented in the annual performance report of the Brand South Africa

Trust for the year ended 31 March 2015:

- Programme 2: Brand development and management on pages 137 to 138.
 - Programme 3: Reputation management on pages 139 to 141.
11. I evaluated the reported performance information against the overall criteria of usefulness and reliability.
12. I evaluated the usefulness of the reported performance information to determine whether it was presented in accordance with National Treasury's annual reporting principles and whether the reported performance was consistent with the planned programmes. I further performed tests to determine whether indicators and targets were well defined, verifiable, specific, measurable, time bound and relevant, as required by the National Treasury's Framework for managing programme performance information (FMPPPI).
13. I assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
14. I did not identify any material findings on the usefulness and reliability of the reported performance information.

Additional matter

15. Although I identified no material findings on the usefulness and reliability of the reported performance information for the selected programmes, I draw attention to the following matter:

Achievement of planned targets

16. Refer to the annual performance report on page(s) 132 to 168 for information on the achievement of the planned targets for the year.

Compliance with legislation

17. I performed procedures to obtain evidence that the public entity had complied with applicable legislation regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key legislation, as set out in the general notice issued in terms of PAA, are as follows:

Supply chain and contract management

18. Invitations for competitive bidding were not always advertised for a required minimum period, as required by treasury Regulations 16A6.3(c).

Internal control

19. I considered internal control relevant to my audit of the financial statements, the performance report and compliance with legislation. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on non-compliance with legislation included in this report.

Financial and performance management

20. Management did not exercise adequate oversight responsibility regarding compliance with laws and regulations and related internal control which resulted instances of non-compliance.

Other reports

Investigations

21. The public entity initiated an investigation into items of irregular expenditure. During the 2014-15 financial year, the management of the public entity requested a service provide to extend the scope of their engagement regarding the irregular expenditure. As at the date of the report the investigation is still in progress.
22. The public entity initiated an internal investigation into payments relating to a certain project to establish if any irregularities occurred. The investigation was conducted with no irregularities detected.

AUDITOR - GENERAL

Johannesburg

31 July 2015



AUDITOR - GENERAL
SOUTH AFRICA

Auditing to build public confidence

REPORT OF THE BOARD OF TRUSTEES

for the year ended 31 March 2015

The Trustees submit their report for the year ended 31 March 2015.

1. REVIEW OF ACTIVITIES

Main business and operations

The primary object of the Trust is to develop and implement proactive and co-ordinated marketing, communications and reputation management strategies for South Africa. The ultimate aim is to make a contribution 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 in order to improve South Africa's global competitiveness. This would be achieved through the following:

- Develop and articulate a national South African brand identity that will advance South African's long-term positive reputation and global competitiveness.
- Seek to build and develop individual and institutional alignment to and support for the brand in South Africa, and pride and patriotism amongst South Africans.
- Seek to build awareness and the image of the brand in other countries.
- Seek the involvement and co-operation amongst various government departments, public entities, the private sector, the non-governmental sector and civil society in achieving this object.
- Do whatever the Board considers necessary to achieve the primary objective of the Trust.

- Brand South Africa seeks the co-operation of government departments, public entities, the private sector and the non-governmental sector.

Brand South Africa's Board of Trustees was appointed by the President, with the recommendation of the Minister in the Presidency responsible for Performance Monitoring and Evaluation. The Minister is the Executive Authority and the Board of Trustees is the Accounting Authority of Brand South Africa. Brand South Africa is funded by the Presidency.

The operating results and state of affairs of the entity are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. GOING CONCERN

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

3. SUBSEQUENT EVENTS

The Trustees are aware of events arising since the end of the financial year as detailed in note 33 to these financial statements.

4. GOVERNANCE AND COMPLIANCE

General

The Board of Trustees retains full control of Brand South Africa's plans and strategy and acknowledges its responsibilities to strategy, compliance with internal policies, external laws and regulations, effective risk management and performance measurement, transparency and effective communication both internally and externally. The Board of Trustees is a unitary structure comprising non-executive board members, all of whom are independent except for the Chief Executive Officer.

The Board of Trustees is committed to the prevailing King Report on Corporate Governance for South Africa and complies with the Protocol on Corporate Governance for State enterprises, the Public Finance Management Act and the Treasury Regulations (2005 as amended). There are various Board sub-committees that have been established to assist the Board in effectively and efficiently executing its mandate. To assist the organisation to comply with these obligations, a Memorandum of Agreement was entered into between the Executive Authority and Brand South Africa.

The Audit and Risk Committee Charter was updated to reflect King III principles. As part of the regulatory framework of the Memorandum of Agreement, a number of complementary and supporting documents were revised to enhance governance, namely the Delegation of Authority, Strategic and Business Plans, Auditor General's Plan, Internal Audit Strategic Plan, Quarterly Management Reports, Board Charter, Board Committee Charters,

Internal Audit Charter, PFMA and Corporate Governance Checklist, and Conflict of Interest Policy. In addition, a Materiality and Significance Framework was approved in the financial year under review. Through this process stakeholders may derive assurance that Brand South Africa is being adequately managed.

Chairperson and Chief Executive Officer

The Chairperson is a non-executive and independent director (as defined by King III). The Board and its committees held meetings and performed their fiduciary responsibilities in line with the PFMA. The Board of Trustees, under the ultimate responsibility of the Chairman, created sufficient space to maintain a continuous overview of organisational effectiveness, organisational efficiency, Board performance and Board conformance.

The roles of Chairperson and Chief Executive Officer are separate, with responsibilities divided between them, so that no individual has unlimited powers of discretion. The Chief Executive Officer attends meetings of the Board, Marketing Committee, Human Resources, Remuneration and Ethics Committee and the Audit and Risk Committee of Brand South Africa and reports on the activities of Brand South Africa. The Chief Executive Officer is responsible for ensuring that strategies and decisions of the Board are implemented through the daily business activities.

Audit and Risk Committee

For the period under review, the Chairperson of the Audit and Risk Committee was Mr Geoff Rothschild. The committee met six (6) times during the financial year to review matters necessary to fulfil its role.

5. INTERNAL CONTROL SYSTEMS AND PROCEDURES

To meet its responsibility with respect to providing reliable financial information, Brand South Africa maintains financial and operational systems of internal control. These controls are designed to provide reasonable assurance that transactions are concluded in accordance with management's authority and the assets are adequately safeguarded against material loss of unauthorised acquisition, use, or disposal. These transactions are properly authorised and recorded.

The Audit and Risk Committee and the Board held all their scheduled meetings for the year. All documents that were tabled for approval were approved and implemented by the management team. There were no material deficiencies identified in the internal controls in this financial year.

6. RISK MANAGEMENT

A risk management workshop was held on 6 August 2014, in which new strategic risks were identified and their inherent risk and residual risk ratings assessed. These risks were the responsibility of the management, while the Board was accountable for ensuring that management had an effective risk management system in place to mitigate the risk exposure. The Risk Management Plan was used to implement the Internal Audit Plan and the Strategic Plan.

7. COMMITMENTS, CONTINGENCIES AND LEGAL PROCEEDINGS

The commitments, contingencies and legal proceedings of Brand South Africa are attached in the notes 25 and 26 to the financial statements.

8. FRUITLESS AND WASTEFUL AND IRREGULAR EXPENDITURE

During the period under review, Brand South Africa incurred wasteful expenditure and irregular expenditure as defined in the Public Finance Management Act (Act 1 of 1999) of R168 274 and R79 055 respectively. These expenditure details are reflected in notes 34, 35 and 36 of these financial statements.

9. FINANCIAL MANAGEMENT

Brand South Africa received funds allocated in line with the Medium Term Expenditure Framework (MTEF). The baseline funding from the Presidency was R167 686 000 (2014: R157 934 000) resulting in an increase of 7%. No additional amounts above the baseline were received from the Presidency in the current year for CHAN (2014: R2500 000).

Total other income for the year 2015 was R2 016 929 (2014: R34 081 109) excluding interest earned from the call account; this amount is made up of partnership income with related parties.

The quarterly management reports were submitted to The Presidency before funds were transferred to Brand South Africa as per the approved MoA. During year ends 2012 and 2013 Brand South Africa's accumulated surplus was R6 000 785 and R8 228 735 respectively, which was subsequently approved for retention. This retention of accumulated surplus was used to finance the disclosed deficit of R9 131 721 (2014: R5 441 539).

10. CHANGES TO THE BUSINESS PLAN

During the period under review, all changes to the approved 2014/15 business plan were approved by the Executive Authority.

STATEMENT OF FINANCIAL POSITION

as at 31 March 2015

FIGURES IN RAND	NOTES	2015	2014 RESTATED*
ASSETS			
Current Assets			
Prepayments	9	2,397,401	153,756
Receivables from exchange transactions	10	1,984,516	10,187,991
Cash and cash equivalents	11	5,655,436	16,090,346
		10,037,353	26,432,093
Non-current Assets			
Property, plant and equipment	3	3,171,167	2,632,636
Intangible assets	4	19,469	72,160
Heritage assets	5	133,556	133,556
Deposits paid	6	697,584	638,828
Operating lease asset	7	20,991	20,991
		4,042,767	3,498,171
TOTAL ASSETS		14,080,120	29,930,264
LIABILITIES			
Current Liabilities			
Finance lease obligation	12	232,219	144,932
Operating lease liability	7	245,684	187,851
Payables from exchange transactions	14	18,518,625	33,625,355
Provisions	13	3,991,619	1,157,400
		22,988,147	35,115,538
Non-Current Liabilities			
Finance lease obligation	12	223,694	256,265
TOTAL LIABILITIES		23,211,841	35,371,803
NET ASSETS			
Accumulated deficit		(9,131,721)	(5,441,539)

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2015

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FIGURES IN RAND	NOTES	2015	2014 RESTATED*
Revenue	15	167,686,000	160,434,000
Other income	16	2,016,929	34,081,109
Operating expenses		(173,828,612)	(206,103,296)
OPERATING DEFICIT	23	(4,125,683)	(11,588,187)
Investment income	17	474,791	395,762
Finance costs	19	(39,290)	(49,042)
Deficit for the year		(3,690,182)	(11,241,467)

STATEMENT OF CHANGES IN NET ASSETS

for the year ended 31 March 2015

FIGURES IN RAND	ACCUMULATED (DEFICIT)	TOTAL NET ASSETS
Balance at 01 April 2013	5,799,928	5,799,928
Changes in net assets		
Deficit for the year	(11,241,467)	(11,241,467)
Total changes	(11,241,467)	(11,241,467)
Restated* Balance at 01 April 2014	(5,441,539)	(5,441,539)
Changes in net assets		
Deficit for the year	(3,690,182)	(3,690,182)
Total changes	(3,690,182)	(3,690,182)
Balance at 31 March 2015	(9,131,721)	(9,131,721)

* See Note 30

CASH FLOW STATEMENT

for the year ended 31 March 2015

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FIGURES IN RAND	NOTES	2015	2014 RESTATED*
Cash flows from operating activities			
Receipts			
Grants		167,686,000	160,434,000
Interest income		416,035	341,067
Other receipts		10,220,404	29,304,194
		178,322,439	190,079,261
Payments			
Employee costs		(33,266,263)	(32,725,239)
Suppliers		(153,756,667)	(169,927,910)
		(187,022,930)	(202,653,149)
Net cash flows from operating activities	24	(8,700,491)	(12,573,888)
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(1,515,982)	(1,702,614)
Purchase of other intangible assets	4	-	(11,770)
Net cash flows from investing activities		(1,515,982)	(1,714,384)
Cash flows from financing activities			
Finance lease payments		(179,715)	(106,894)
Finance costs		(38,722)	(24,934)
Net cash flows from financing activities		(218,437)	(131,828)
Net decrease in cash and cash equivalents		(10,434,910)	(14,420,100)
Cash and cash equivalents at the beginning of the year		16,090,346	30,510,446
Cash and cash equivalents at the end of the year	11	5,655,436	16,090,346

*See Note 30

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

for the year ended 31 March 2015

BUDGET ON ACCRUAL BASIS					
FIGURES IN RAND	APPROVED BUDGET	ADJUSTMENTS	FINAL BUDGET	ACTUAL AMOUNTS ON COMPARABLE BASIS	DIFFERENCE BETWEEN FINAL BUDGET AND ACTUAL
Statement of Financial Performance					
Revenue					
Revenue from exchange transactions					
Other income	-	-	-	185,787	185,787
Partnership Income	-	-	-	1,831,142	1,831,142
Interest received - investment	-	-	-	474,791	474,791
Total revenue from exchange transactions	-	-	-	2,491,720	2,491,720
Revenue from non-exchange transactions					
Transfer revenue					
Government grants & subsidies	167,686,000	-	167,686,000	167,686,000	-
Total revenue	167,686,000	-	167,686,000	170,177,720	2,491,720
Expenditure					
Personnel	(32,633,000)	-	(32,633,000)	(34,404,932)	(1,771,932)
Depreciation and amortisation	(1,478,790)	-	(1,478,790)	(1,028,147)	450,643
Impairment loss	-	-	-	(33,254)	(33,254)
Finance costs	(20,000)	-	(20,000)	(39,290)	(19,290)
Lease rentals on operating lease	(3,500,000)	-	(3,500,000)	(3,432,438)	67,562
Impairment allowance	-	-	-	(316,678)	(316,678)
Repairs and maintenance	(200,000)	-	(200,000)	(212,798)	(12,798)
General Expenses	(129,854,210)	-	(129,854,210)	(133,168,841)	(3,314,631)
Total expenditure	(167,686,000)	-	(167,686,000)	(172,636,378)	(4,950,378)
Operating deficit	-	-	-	(2,458,658)	(2,458,658)
Loss on disposal of assets and liabilities	-	-	-	(2,003)	(2,003)
Loss on foreign exchange	-	-	-	(1,229,522)	(1,229,522)
	-	-	-	(1,231,525)	(1,231,525)
Deficit	-	-	-	(3,690,183)	(3,690,183)

* See Note 30

1. PRESENTATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these financial statements, are disclosed below.

These accounting policies are consistent with the previous period.

1.1 GOING CONCERN ASSUMPTION

These financial statements have been prepared based on the expectation that Brand South Africa will continue to operate as a going concern for at least the next 12 months. Additional disclosure of the going concern is included in note 32 - Going concern.

1.2 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In preparing the financial statements, management makes estimates and assumptions that affect the amounts represented in the financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates.

Actual results in the future could differ from these estimates, which may be material to the financial statements. Significant judgements include:

Trade receivables

Brand South Africa assesses its trade receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, management makes judgements as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

The impairment for trade receivables is calculated on an individual basis, based on historical performance, adjusted for current-specific economic conditions and other indicators present at the reporting date that correlate with defaults on the debtor.

Fair value estimation

The carrying value less impairment provision of trade receivables and payables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Brand South Africa for similar financial instruments.

Impairment testing

The Brand South Africa reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities.

If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets. This is based on estimated fair values and or value in use for each asset or group of assets.

Provisions

In all provisions raised, management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 13 - Provisions.

Useful lives of assets

The Brand South Africa's management determines the estimated useful lives and related depreciation charges for property, plant and equipment as well as intangible assets. Management adjusts the depreciation charge where useful lives are different from previously estimated useful lives.

Allowance for doubtful debts

On debtors an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

ACCOUNTING POLICIES

for the year ended 31 March 2015

1.3 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

- it is probable that future economic benefits or service potential associated with the item will flow to Brand South Africa; and
- the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition. Where an item of property, plant and equipment is acquired in exchange for a non-monetary asset or monetary assets, or a combination of monetary and non-monetary assets, the asset acquired is initially measured at fair value (the cost). If the acquired item's fair value was not determinable, its deemed cost is the carrying amount of the asset(s) given up.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Major spare parts and standby equipment which are expected to be used for more than one period are included in property, plant and equipment. In addition, spare parts and standby equipment which can only be used in connection with an item of property, plant and equipment are accounted for as property, plant and equipment.

Major inspection costs which are a condition of continuing use of an item of property, plant and equipment and which meet the recognition criteria above are included as a replacement in the cost of the item of plant, and plant and equipment. Any remaining inspection costs from the previous inspection are derecognised.

Property, plant and equipment are depreciated on the straight line basis over their expected useful lives to their estimated residual value.

Property, plant and equipment are carried at cost less accumulated depreciation and any impairment losses. The useful lives of items of property, plant and equipment have been assessed as follows:

ITEM	DEPRECIATION METHOD	AVERAGE USEFUL LIFE
Leasehold improvements	Straight line	3 years
Furniture and fixtures	Straight line	10 - 17 years
Motor vehicles	Straight line	5 years
Office equipment	Straight line	5 - 12 years
IT equipment	Straight line	3 - 10 years
Finance leased office equipment	Straight line	3 years

The residual value, and the useful life and depreciation method of each asset are reviewed at the end of each reporting date. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

Reviewing the useful life of an asset on an annual basis does not require Brand South Africa to amend the previous estimate unless expectations differ from the previous estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each period is recognised in surplus or deficit.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

1.4 INTANGIBLE ASSETS

An intangible asset is an identifiable non-monetary asset without physical substance. An asset is identifiable if it either:

- is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or
- arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from Brand South Africa or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to Brand South Africa; and
- the cost or fair value of the asset can be measured reliably.

The entity assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

Where an intangible asset is acquired through a non-exchange transaction, its initial cost at the date of acquisition is measured at its fair value as at that date.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses. For intangible assets amortisation is provided on a straight line basis over their useful life.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Amortisation is provided to write down the intangible assets, on a straight line basis, to their residual values as follows:

ITEM	USEFUL LIFE
Computer software	2 - 5 years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

1.5 HERITAGE ASSETS

Assets are resources controlled by Brand South Africa as a result of past events and from which future economic benefits or service potential are expected to flow to Brand South Africa.

Carrying amount is the amount at which an asset is recognised after deducting accumulated impairment losses. Class of heritage assets means a grouping of heritage assets of a similar nature or function in Brand South Africa's operations that is shown as a single item for the purpose of disclosure in the financial statements.

Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire an asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Standards of GRAP.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

ACCOUNTING POLICIES

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Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

An impairment loss of a cash-generating asset is the amount by which the carrying amount of an asset exceeds its recoverable amount.

An impairment loss of a non-cash-generating asset is the amount by which the carrying amount of an asset exceeds its recoverable service amount.

Recoverable amount is the higher of a cash-generating asset's net selling price and its value in use.

Recoverable service amount is the higher of a non-cash-generating asset's fair value less costs to sell and its value in use.

Value in use of a cash-generating asset is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Value in use of a non-cash-generating asset is the present value of the asset's remaining service potential.

Recognition

Brand South Africa recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to Brand South Africa, and the cost or fair value of the asset can be measured reliably.

Initial measurement

Heritage assets are measured at cost.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

Brand South Africa assesses at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, Brand South Africa estimates the recoverable amount or the recoverable service amount of the heritage asset.

Transfers

Transfers from heritage assets are only made when the particular asset no longer meets the definition of a heritage asset.

Transfers to heritage assets are only made when the asset meets the definition of a heritage asset.

Derecognition

Brand South Africa derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset.

Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

1.6 FINANCIAL INSTRUMENTS

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (through the use of an allowance account) for impairment or uncollectibility.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from Brand South Africa's statement of financial position.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the

relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, Brand South Africa estimates cash flows considering all contractual terms of the financial instrument but does not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate, transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument, Brand South Africa uses the contractual cash flows over the full contractual term of the financial instrument.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:

- cash;
- a residual interest of another entity; or
- a contractual right to:
 - receive cash or another financial asset from another entity; or
 - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to Brand South Africa.

A financial liability is any liability that is a contractual obligation to:

- deliver cash or another financial asset to another entity; or
- exchange financial assets or financial liabilities under conditions that are potentially unfavourable to Brand South Africa.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by Brand South Africa in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial assets.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions. Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are financial assets or financial liabilities that have fixed or determinable payments, excluding those instruments that:

- Brand South Africa designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Classification

Brand South Africa has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

CLASS	CATEGORY
Cash and cash equivalents	Financial assets measured at fair value
Receivables from exchange transactions	Financial assets measured at amortised cost

ACCOUNTING POLICIES

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Brand South Africa has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

CLASS	CATEGORY
Payables from exchange transactions	Financial liabilities measured at amortised cost
Lease liabilities	Financial liabilities measured at amortised cost

Initial recognition

Brand South Africa recognises a financial asset or a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument.

Brand South Africa recognises financial assets using trade date accounting.

Subsequent measurement of financial assets and financial liabilities

Brand South Africa measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.
- Financial instruments at amortised cost.

All financial assets measured at amortised cost, are subject to an impairment review.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

Brand South Africa assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

Financial assets measured at cost:

If there is objective evidence that an impairment loss has been incurred on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset. Such impairment losses are not reversed.

Derecognition

Financial assets

Brand South Africa derecognises financial assets using trade date accounting. Brand South Africa derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived;
- Brand South Africa transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- Brand South Africa, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, Brand South Africa:
 - derecognises the asset; and
 - recognises separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised is recognised in surplus or deficit in the period of the transfer.

If Brand South Africa transfers a financial asset in a transfer that qualifies for derecognition in its entirety and retains the right to service the financial asset for a fee, it recognises either a servicing asset or a servicing liability for that servicing contract. If the fee to be received is not expected to compensate the entity adequately for performing the servicing, a servicing liability for the servicing obligation is recognised at its fair value. If the fee to be received is expected to be more than adequate compensation for the servicing, a servicing asset is recognised for the servicing right at an amount determined on the basis of an allocation of the carrying amount of the larger financial asset.

If, as a result of a transfer, a financial asset is derecognised in its entirety but the transfer results in the entity obtaining a new financial asset or assuming a new financial liability, or a servicing liability, the entity recognises the new financial asset, financial liability or servicing liability at fair value.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

If the transferred asset is part of a larger financial asset and the part transferred qualifies for derecognition in its entirety, the previous carrying amount of the larger financial asset is allocated between the part that continues to be recognised and the part that is derecognised, based on the relative fair values of those parts, on the date of the transfer. For this purpose, a retained servicing asset is treated as a part that continues to be recognised. The difference between the carrying amount allocated to the part derecognised and the sum of the consideration received for the part derecognised is recognised in surplus or deficit.

If a transfer does not result in derecognition because Brand South Africa has retained substantially all the risks and rewards of ownership of the transferred asset, Brand South Africa continues to recognise the transferred asset in its entirety and recognises a financial liability for the consideration received. In subsequent periods, Brand South Africa recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

Financial liabilities

Brand South Africa removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished — i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability and a new financial liability is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability (or part of a financial liability) extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction are accounted for in accordance with the Standard of GRAP on Revenue from Non-exchange Transactions (Taxes and Transfers).

ACCOUNTING POLICIES

for the year ended 31 March 2015

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when Brand South Africa currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

In accounting for a transfer of a financial asset that does not qualify for derecognition, Brand South Africa does not offset the transferred asset and the associated liability.

1.7 TAX

Tax expenses

Brand South Africa is exempt from taxation by the South African Revenue Services (SARS) in terms of Section 10(1)(ca)(1) of the Income Tax 58 of 1962 as amended.

1.8 LEASES

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

Finance leases - lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

The discount rate used in calculating the present value of the minimum lease payments is Brand South Africa's incremental borrowing rate.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of on the remaining balance of the liability.

Any contingent rents are expensed in the period in which they are incurred.

Operating leases - lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.9 EMPLOYEE BENEFITS

Employee benefits are all forms of consideration given by Brand South Africa in exchange for service rendered by employees.

A qualifying insurance policy is an insurance policy issued by an insurer that is not a related party (as defined in the Standard of GRAP on Related Party Disclosures) of Brand South Africa, if the proceeds of the policy can be used only to pay or fund employee benefits and are not available to Brand South Africa's own creditors (even in liquidation) and cannot be paid to Brand South Africa, unless either:

- the proceeds represent surplus assets that are not needed for the policy to meet all the related employee benefit obligations; or
- the proceeds are returned to Brand South Africa to reimburse it for employee benefits already paid.

Termination benefits are employee benefits payable as a result of either:

- Brand South Africa's decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Vested employee benefits are employee benefits that are not conditional on future employment.

Composite social security programmes are established by legislation and operate as multi-employer plans to provide post-employment benefits as well as to provide benefits that are not consideration in exchange for service rendered by employees.

A constructive obligation is an obligation that derives from Brand South Africa's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, Brand South Africa has indicated to other parties that it will accept certain responsibilities and as a result, Brand South Africa has created a valid expectation on the part of those other parties that it will discharge those responsibilities.

Short-term employee benefits

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled within twelve months after the end of the period in which the employees render the related service.

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service; and
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service.

When an employee has rendered service to the entity during a reporting period, the entity recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, Brand South Africa recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. Brand South Africa measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

The entity recognises the expected cost of bonus, incentive and performance related payments when Brand South Africa has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the entity has no realistic alternative but to make the payments.

Post-employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which Brand South Africa provides post-employment benefits for one or more employees.

Umbrella Funds are defined contribution plans (other than state plans and composite social security programmes) or defined benefit plans (other than state plans) that pool the assets contributed by various entities that are not under common control and use those assets to provide benefits to employees of more than one entity, on the basis that contribution and benefit levels are determined without regard to the identity of the entity that employs the employees concerned.

ACCOUNTING POLICIES

for the year ended 31 March 2015

Post-employment benefits: Defined contribution plans

Defined contribution plans are post-employment benefit plans under which Brand South Africa pays fixed contributions into a separate fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

When an employee has rendered service to Brand South Africa during a reporting period, Brand South Africa recognises the contribution payable to a defined contribution plan in exchange for that service:

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, Brand South Africa recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

Termination benefits

Brand South Africa recognises termination benefits as a liability and an expense when the entity is demonstrably committed to either:

- terminate the employment of an employee or group of employees before the normal retirement date; or
- provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

Brand South Africa is demonstrably committed to a termination when the entity has a detailed formal plan for the termination and is without realistic possibility of withdrawal. The detailed plan includes:

- the location, function, and approximate number of employees whose services are to be terminated;
- the termination benefits for each job classification or function; and
- the time at which the plan will be implemented.

Implementation begins as soon as possible and the period of time to complete implementation is such that material changes to the plan are not likely.

Where termination benefits fall due more than 12 months after the reporting date, they are discounted using an appropriate discount rate. The rate used to discount the benefit reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the benefit.

In the case of an offer made to encourage voluntary redundancy, the measurement of termination benefits shall be based on the number of employees expected to accept the offer.

1.10 PROVISIONS AND CONTINGENCIES

Provisions are recognised when:

- Brand South Africa has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if Brand South Africa settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating deficits.

If the trust has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 26.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions.

Brand South Africa recognises a provision for financial guarantees and loan commitments when it is probable that an outflow of resources embodying economic benefits and service potential will be required to settle the obligation and a reliable estimate of the obligation can be made.

Determining whether an outflow of resources is probable in relation to financial guarantees requires judgement. Indications that an outflow of resources may be probable are:

- financial difficulty of the debtor;
- defaults or delinquencies in interest and capital repayments by the debtor;
- breaches of the terms of the debt instrument that result in it being payable earlier than the agreed term and the ability of the debtor to settle its obligation on the amended terms; and
- a decline in prevailing economic circumstances (e.g. high interest rates, inflation and unemployment) that impact on the ability of entities to repay their obligations.

Where a fee is received by Brand South Africa for issuing a financial guarantee and/or where a fee is charged on loan commitments,

it is considered in determining the best estimate of the amount required to settle the obligation at reporting date. Where a fee is charged and Brand South Africa considers that an outflow of economic resources is probable, Brand South Africa recognises the obligation at the higher of:

- the amount determined using in the Standard of GRAP on Provisions, Contingent Liabilities and Contingent Assets; and
- the amount of the fee initially recognised less, where appropriate, cumulative amortisation recognised in accordance with the Standard of GRAP on Revenue from Exchange Transactions.

1.11 COMMITMENTS

Items are classified as commitments when Brand South Africa has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

Commitments for which disclosure is necessary to achieve a fair presentation are disclosed in a note to the financial statements, if both the following criteria are met:

- Contracts are non-cancellable or only cancellable at significant cost; and
- Contracts relate to something other than the routine, steady, state business of Brand South Africa.

ACCOUNTING POLICIES

for the year ended 31 March 2015

1.12 REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which Brand South Africa receives assets or services, or has liabilities extinguished, and directly gives approximately equal value to the other party in exchange.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Measurement

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

1.13 REVENUE FROM NON-EXCHANGE TRANSACTIONS

Revenue comprises gross inflows of economic benefits or service potential received and receivable by Brand South Africa, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arises when Brand South Africa can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

Exchange transactions are transactions in which one entity receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange.

Expenses paid through the tax system are amounts that are available to beneficiaries regardless of whether or not they pay taxes.

Fines are economic benefits or service potential received or receivable by entities, as determined by a court or other law enforcement body, as a consequence of the breach of laws or regulations.

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, Brand South Africa either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

Restrictions on transferred assets are stipulations that limit or direct the purposes for which a transferred asset may be used, but do not specify that future economic benefits or service potential is required to be returned to the transferor if not deployed as specified.

Stipulations on transferred assets are terms in laws or regulation, or a binding arrangement, imposed upon the use of a transferred asset by entities external to the reporting Brand South Africa.

Tax expenditures are preferential provisions of the tax law that provide certain taxpayers with concessions that are not available to others.

The taxable event is the event that the government, legislature or other authority has determined will be subject to taxation.

Taxes are economic benefits or service potential compulsorily paid or payable to entities, in accordance with laws and or regulations, established to provide revenue to government. Taxes do not include fines or other penalties imposed for breaches of the law.

Transfers are inflows of future economic benefits or service potential from non-exchange transactions, other than taxes.

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As Brand South Africa satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by Brand South Africa.

When, as a result of a non-exchange transaction, Brand South Africa recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

Gifts and donations, including goods in-kind

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to Brand South Africa and the fair value of the assets can be measured reliably.

1.14 INVESTMENT INCOME

Investment income is recognised on a time-proportion basis using the effective interest method.

1.15 BORROWING COSTS

Borrowing costs are interest and other expenses incurred by Brand South Africa in connection with the borrowing of funds. Borrowing costs are recognised as an expense in the period in which they are incurred.

1.16 TRANSLATION OF FOREIGN CURRENCIES

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised directly in net assets, any exchange component of that gain or loss is recognised directly in net assets. When a gain or loss on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or loss is recognised in surplus or deficit.

Cash flows arising from transactions in a foreign currency are recorded in Rands by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

1.17 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the statement of financial performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.18 IRREGULAR EXPENDITURE

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including -

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

ACCOUNTING POLICIES

for the year ended 31 March 2015

National Treasury practice note no. 4 of 2008/2009 which was issued in terms of sections 76(1) to 76(4) of the PFMA requires the following (effective from 1 April 2008):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as

debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

1.19 BUDGET INFORMATION

Brand South Africa is subject to budgetary limits in the form of appropriations or budget authorisations, which is given effect through authorising legislation, appropriation or similar.

General purpose financial reporting by Brand South Africa provides information on whether resources were obtained and used in accordance with the legally adopted budget.

The approved budget is prepared on an accrual basis and presented by programmes linked to performance outcome objectives.

The approved budget covers the fiscal period from 01/04/2014 to 31/03/2015.

The financial statements and the budget are on the same basis of accounting, therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

The Statement of comparative and actual information has been included in the financial statements as the recommended disclosure when the financial statements and the budget are on the same basis of accounting as determined by National Treasury.

Comparative information is not required.

1.20 RELATED PARTIES

Brand South Africa operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Management are those persons responsible for planning, directing and controlling the activities of Brand South Africa, including those charged with the governance of Brand South Africa in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are considered to be those family members who may be expected to influence, or be influenced by, that management in their dealings with Brand South Africa.

Only transactions with related parties not at arm's length or not in the ordinary course of business are disclosed.

1.21 EVENTS AFTER REPORTING DATE

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

Brand South Africa adjusts the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

Brand South Africa discloses the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

Brand South Africa has not applied the following standards and interpretations, which have been published and are mandatory for Brand South Africa's accounting periods beginning on or after 01 April 2015 or later periods:

GRAP 18: Segment Reporting

Segments are identified by the way in which information is reported to management, both for purposes of assessing performance and making decisions about how future resources will be allocated to the various activities undertaken by the entity. The major classifications of activities identified in budget documentation will usually reflect the segments for which an entity reports information to management.

Segment information is either presented based on service or geographical segments. Service segments relate to a distinguishable component of an entity that provides specific outputs or achieves particular operating objectives that are in line with the entity's overall mission. Geographical segments relate to specific outputs generated, or particular objectives achieved, by an entity within a particular region.

This Standard has been approved by the Board but its effective date has not yet been determined by the Minister of Finance. The effective date indicated is a provisional date and could change depending on the decision of the Minister of Finance.

Directive 2 - Transitional provisions for public entities, municipal entities and constitutional institutions, states that no comparative segment information needs to be presented on initial adoption of this Standard.

Directive 3 - Transitional provisions for high capacity municipalities states that no comparative segment information needs to be presented on initial adoption of the Standard. Where items have not been recognised as a result of transitional provisions under the Standard of GRAP on Property, Plant and Equipment, recognition requirements of this Standard would not apply to such items until the transitional provision in that Standard expires.

Directive 4 - Transitional provisions for medium and low capacity municipalities states that no comparative segment information needs to be presented on initial adoption of the Standard. Where items have not been recognised as a result of transitional provisions on the Standard of GRAP on Property, Plant and Equipment and the Standard of GRAP on Agriculture, the recognition requirements of the Standard would not apply to such items until the transitional provision in that standard expires.

The effective date of the standard is for years beginning on or after 01 April 2015.

Brand South Africa expects to adopt the standard for the first time in the 2016 financial statements.

It is unlikely that the standard will have a material impact on Brand South Africa's financial statements.

GRAP 105: Transfers of functions between entities under common control

The objective of this Standard is to establish accounting principles for the acquirer and transferor in a transfer of functions between entities under common control. It requires an acquirer and a transferor that prepares and presents financial statements under the accrual basis of accounting to apply this Standard to a transaction or event that meets the definition of a transfer of functions. It includes a diagram and requires that entities consider the diagram in determining whether this Standard should be applied in accounting for a transaction or event that involves a transfer of functions or merger.

It furthermore covers Definitions, Identifying the acquirer and transferor, Determining the transfer date, Assets acquired or transferred and liabilities assumed or relinquished, Accounting by the acquirer and transferor, Disclosure, Transitional provisions as well as the Effective date of the standard.

The effective date of the standard is for years beginning on or after 01 April 2015.

Brand South Africa expects to adopt the standard for the first time in the 2016 financial statements.

It is unlikely that the amendment will have a material impact on Brand South Africa's financial statements.

GRAP 20: Related parties

The objective of this standard is to ensure that a reporting entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and surplus or deficit may have been affected by the existence of related parties and by transactions and outstanding balances with such parties.

An entity that prepares and presents financial statements under the accrual basis of accounting (in this standard referred to as the reporting entity) shall apply this standard in:

- identifying related party relationships and transactions;
- identifying outstanding balances, including commitments, between an entity and its related parties;
- identifying the circumstances in which disclosure of the items in (a) and (b) is required; and
- determining the disclosures to be made about those items.

This standard requires disclosure of related party relationships, transactions and outstanding balances, including commitments, in the consolidated and separate financial statements of the reporting entity in accordance with the Standard of GRAP on Consolidated and Separate Financial Statements. This standard also applies to individual financial statements.

Disclosure of related party transactions, outstanding balances, including commitments, and relationships with related parties may affect users' assessments of the financial position and performance of the reporting entity and its ability to deliver agreed services, including assessments of the risks and opportunities facing the entity. This disclosure also ensures that the reporting entity is transparent about its dealings with related parties.

The standard states that a related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control. As a minimum, the following are regarded as related parties of the reporting entity:

- A person or a close member of that person's family is related to the reporting entity if that person:
 - has control or joint control over the reporting entity;
 - has significant influence over the reporting entity;
 - is a member of the management of the entity or its controlling entity.

- An entity is related to the reporting entity if any of the following conditions apply:
 - the entity is a member of the same economic entity (which means that each controlling entity, controlled entity and fellow controlled entity is related to the others);
 - one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of an economic entity of which the other entity is a member);
 - both entities are joint ventures of the same third party;
 - one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - the entity is a post-employment benefit plan for the benefit of employees of either the entity or an entity related to the entity. If the reporting entity is itself such a plan, the sponsoring employers are related to the entity;
 - the entity is controlled or jointly controlled by a person identified in (a); and
 - a person identified in (a)(i) has significant influence over that entity or is a member of the management of that entity (or its controlling entity).

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

The standard furthermore states that related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

The standard elaborates on the definitions and identification of:

- Close member of the family of a person;
- Management;
- Related parties;
- Remuneration; and
- Significant influence

The standard sets out the requirements, inter alia, for the disclosure of:

- Control;
- Related party transactions; and
- Remuneration of management

The effective date of the standard is yet to be determined by the Minister of Finance. Brand South Africa expects to adopt the standard for the first time when it becomes effective.

It is unlikely that the standard will have a material impact on Brand South Africa's financial statements.

3. PROPERTY, PLANT AND EQUIPMENT

	2015			2014		
	COST	ACCUMULATED DEPRECIATION	CARRYING VALUE	COST	ACCUMULATED DEPRECIATION	CARRYING VALUE
Leasehold improvements	856,439	(229,773)	626,666	235,468	(39,245)	196,223
Furniture and fixtures	1,453,638	(673,958)	779,680	1,351,834	(606,496)	745,338
Motor vehicles	245,000	(187,833)	57,167	245,000	(138,833)	106,167
Office equipment	1,304,150	(752,038)	552,112	1,222,159	(718,145)	504,014
IT equipment	1,937,317	(1,191,165)	746,152	1,448,281	(761,921)	686,360
Finance leased office Equipment	659,263	(249,873)	409,390	458,168	(63,634)	394,534
Total	6,455,807	(3,284,640)	3,171,167	4,960,910	(2,328,274)	2,632,636

Reconciliation of property, plant and equipment - 2015

	OPENING BALANCE	ADDITIONS	SCRAPPED	DEPRECIATION	TOTAL
Leasehold improvements	196,223	620,971	-	(190,528)	626,666
Furniture and fixtures	745,338	104,945	-	(70,603)	779,680
Motor vehicles	106,167	-	-	(49,000)	57,167
Office equipment	504,014	81,991	-	(33,893)	552,112
IT equipment	686,360	506,980	(1,994)	(445,194)	746,152
Finance leased office equipment	394,534	201,095	-	(186,239)	409,390
	2,632,636	1,515,982	(1,994)	(975,457)	3,171,167

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

3. PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Reconciliation of property, plant and equipment - 2014

	OPENING BALANCE	ADDITIONS	SCRAPPED	DEPRECIATION	TOTAL
Leasehold property	-	235,468	-	(39,245)	196,223
Furniture and fixtures	706,055	175,625	(10,726)	(125,616)	745,338
Motor vehicles	155,167	-	-	(49,000)	106,167
Office equipment	529,705	233,737	(51,117)	(208,311)	504,014
IT equipment	555,185	599,165	(88,392)	(379,598)	686,360
Finance leased office equipment	201,721	458,619	(116,781)	(149,025)	394,534
	2,147,833	1,702,614	(267,016)	(950,795)	2,632,636

Compensation received for losses on property, plant and equipment - included in operating deficit

IT equipment		51,975	93,963
Assets subject to finance lease (Net carrying amount)			
Office equipment		409,390	394,534
Other information			
Property, plant and equipment fully depreciated and still in use (Gross carrying amount)			
IT Equipment		106,073	353,662
Furniture and fixtures		166	50,164
Office equipment		3,727	258,184
		109,966	662,010

4. INTANGIBLE ASSETS

FIGURES IN RAND	2015			2014		
	COST	ACCUMULATED AMORTISATION	CARRYING VALUE	COST	ACCUMULATED AMORTISATION	CARRYING VALUE
Computer software	2,041,933	(2,022,464)	19,469	2,041,933	(1,969,773)	72,160

Reconciliation of intangible assets - 2015

	OPENING BALANCE	ADDITIONS	AMORTISATION	TOTAL
Computer software	72,160		(52,691)	19,469

Reconciliation of intangible assets - 2014

	OPENING BALANCE	ADDITIONS	AMORTISATION	TOTAL
Computer software	179,304	11,770	(118,914)	72,160

Other information

Fully amortised intangible assets still in use			2,030,162	1,861,277
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NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

5. HERITAGE ASSETS

FIGURES IN RAND	2015			2014		
	COST	ACCUMULATED IMPAIRMENT LOSSES	CARRYING VALUE	COST	ACCUMULATED IMPAIRMENT LOSSES	CARRYING VALUE
Art Collections	133,556	-	133,556	133,556	-	133,556

Reconciliation of heritage assets - 2015

FIGURES IN RAND	2015	2014
	OPENING BALANCE	TOTAL
Art Collections	133,556	133,556

Reconciliation of heritage assets - 2014

Art Collections	133,556	133,556
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6. DEPOSITS PAID

AT AMORTISED COST

Deposits paid on leased property - opening balance	638,828	608,139
Effect of discounting	-	(24,006)
Interest earned	58,756	54,695
	697,584	638,828
Non-current assets		
At amortised cost	697,584	638,828
Financial assets pledged as collateral		
Collateral		
Deposits	697,584	638,828

The deposits represent amounts paid over by Brand South Africa as a collateral on the office space rental. The counterparties have an obligation to return the deposits to the Brand South Africa at the end of the lease on 31 July 2016. These are carried at amortised cost and have been discounted at 9% (2014: 9%). There are no other significant terms and conditions associated with the use of collateral.

7. OPERATING LEASE ASSET (ACCRUAL)

FIGURES IN RAND	2015	2014
Non-current assets	20,991	20,991
Current liabilities	(245,684)	(187,851)
	(224,693)	(166,860)

8. EMPLOYEE BENEFIT OBLIGATIONS**Defined contribution plan**

It is the policy of the Brand South Africa to provide retirement benefits to all its permanent employees. Brand South Africa operates a defined contribution provident fund, which is subject to the Pensions Fund Act for this purpose.

Brand South Africa is under no obligation to cover any unfunded benefits.

The total economic entity contribution to such schemes

1,671,277 1,278,064

The amount recognised as an expense for defined contribution plans is

1,671,277 1,278,064

9. PREPAYMENTS

General expenses

2,397,401 153,756

Prepayments relate to certain expenditure paid for in advance at year-end for which services will only be provided in the following year. These include marketing collateral, software licences, insurance and membership fees, which Brand South Africa is contractually required to pay in advance. The increase is due to marketing collateral amounting to R1,752,518 as well as membership fees amounting to R24,897 which were not there in the previous year.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
10. RECEIVABLES FROM EXCHANGE TRANSACTIONS		
Trade receivables	1,308,023	9,999,891
Other receivables	676,493	188,100
	1,984,516	10,187,991

The huge decrease in receivables is attributed to the reduction in transactions with related parties in current year as disclosed in more detail in note 27 - Related parties.

Trade and other receivables past due but not impaired

Trade and other receivables which are less than 3 months past due are not considered to be impaired. At 31 March 2015, 648,691 (2014: 8,664,804) were past due but not impaired.

The ageing of amounts past due but not impaired is as follows:

1 month past due	976,218	8,535,868
2 months past due	230	128,936
3 months past due	648,691	-

Trade and other receivables impaired

As of 31 March 2015, trade and other receivables of 316,678 (2014: Nil) were impaired and provided for.

The ageing of these other receivables is as follows:

Over 6 months	316,678	-
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Reconciliation of provision for impairment of trade and other receivables

Provision for impairment	316,678	-
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The creation and release of provision for impaired receivables have been included in operating expenses note. Amounts charged to the allowance account are generally written off when there is no expectation of recovering additional cash.

The maximum exposure to credit risk at the reporting date is the fair value of each class of loan mentioned above. Brand South Africa does not hold any collateral as security.

FIGURES IN RAND	2015	2014
11. CASH AND CASH EQUIVALENTS		
Cash and cash equivalents consist of:		
Bank balances	5,649,436	16,084,346
Cash on hand	6,000	6,000
	5,655,436	16,090,346
Credit quality of cash at bank and short term deposits, excluding cash on hand		
Fitch Credit ratings		
Nedbank - BBB	5,649,436	16,084,346
12. FINANCE LEASE OBLIGATION		
Minimum lease payments due		
- within one year	263,313	173,558
- in second to fifth year inclusive	235,874	274,802
	499,187	448,360
less: future finance charges	(43,274)	(47,163)
Present value of minimum lease payments	455,913	401,197
Present value of minimum lease payments due		
- within one year	232,219	144,932
- in second to fifth year inclusive	223,694	256,265
	455,913	401,197
Non-current liabilities	223,694	256,265
Current liabilities	232,219	144,932
	455,913	401,197

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND

2015

2014

It is Brand South Africa policy to lease certain office equipment under finance leases.

The average lease term was three (3) years and the average effective borrowing rate was 9% (2014: 9%). The agreements do not have renewal options and Brand South Africa does not have the option of taking ownership at the end of the lease.

Interest rates are fixed at the contract date. All leases have fixed repayments and no arrangements have been entered into for contingent rent.

Brand South Africa's obligations under finance leases are secured by the lessor's charge over the leased assets. Refer note 3.

During the year under review Brand South Africa concluded a new lease agreement for a new Biometric access system.

13. PROVISIONS

	OPENING BALANCE	ADDITIONS	UTILISED DURING THE YEAR	TOTAL
Reconciliation of provisions - 2015				
Salary and related expense provision (Leave)	1,157,400	759,756	(895,537)	1,021,619
Professional fees provision	-	2,970,000	-	2,970,000
	1,157,400	3,729,756	(895,537)	3,991,619
Reconciliation of provisions - 2014				
Salary and related expense provision (Leave)	1,094,219	540,104	(476,923)	1,157,400

The provision relates to Brand South Africa's best estimate for employees' accumulated leave at year end. The provision is based on assumption that employees will commute leave on demand and on resignation.

The provision for professional fees relates to the settlement fees paid after year end but before the financial statements were authorised for an amount of R 2.97 million for an outstanding labour dispute.

FIGURES IN RAND

2015

2014

14. PAYABLES FROM EXCHANGE TRANSACTIONS

Trade payables	15,636,114	14,354,728
Salary related payables	2,536,160	1,261,710
Accrued operating expenses	346,351	18,008,917
Total	18,518,625	33,625,355

The decrease in payables from exchange transactions is due to reduction in PICC activities in current year compared to prior year as well as payment of liabilities before year end.

FIGURES IN RAND	2015	2014
Ageing of trade payables		
Current	10,634,024	14,354,728
30 Days	5,002,090	-
	15,636,114	14,354,728

The carrying amounts of payables approximate their fair values.

15. REVENUE FROM NON-EXCHANGE TRANSACTIONS

Government grant	167,686,000	157,934,000
CHAN grant	-	2,500,000
	167,686,000	160,434,000

16. OTHER INCOME

Other income	185,787	292,518
Partnership Income - related parties	1,831,142	33,788,592
	2,016,929	34,081,110

Partnership income reduced significantly from the previous year due to the expiry of the Economic Development Department project which was a once-off project and accounted for R26,815,768 of partnership income in the 2013/14 financial year.

17. INVESTMENT INCOME

Interest revenue

Cash and bank deposits	416,035	341,067
Financial instruments held at amortised cost	58,756	54,695
	474,791	395,762

The total interest income earned by Brand South Africa is from both current and call accounts at an average interest rate of 4.00% per annum (2014: 3.75%) as well as interest earned from financial instruments carried at amortised cost whose average interest is 9% (2014: 9%) as disclosed in note 6.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
18. EMPLOYEE RELATED COSTS		
Basic	26,958,963	27,289,087
Bonus	3,056,990	1,700,462
Medical aid - company contributions	567,233	426,986
UIF	70,413	59,546
SDL	258,097	208,330
Defined contribution plans	1,671,277	1,278,064
Travel, motor car, accommodation, subsistence and other allowances	1,244,777	1,320,655
Overtime payments	57,516	59,852
Acting allowances	283,475	132,592
Other non-pensionable allowance	236,191	538,566
	34,404,932	33,014,140

The increase in employee costs is due to increase in numbers of permanent employees from prior year resulting from the implementation of a new Organisational Development structure by Brand South Africa.

REMUNERATION OF CHIEF EXECUTIVE OFFICER - MM MATOLA (CONTRACT ENDED 31 MARCH 2015)

Annual Remuneration	2,146,871	2,107,971
Cell phone re-imburement	57,333	75,255
Travel Allowance	24,000	24,000
Contributions to Medical, UIF, SDL and Pension Funds	260,208	228,597
Performance Bonuses	733,684	255,201
Reimbursive expenses	77,120	55,164
Subsistence allowance	27,718	122,773
Leave paid out	138,904	-
	3,465,838	2,868,961

FIGURES IN RAND	2015	2014
REMUNERATION OF CHIEF FINANCIAL OFFICER - A PUOANE		
Annual Remuneration	1,132,448	974,156
Performance Bonuses	163,570	144,893
Contributions to UIF, Medical and Pension Funds	120,555	99,007
Cell phone re-imburement	15,377	15,566
Reimbursive expenses	28,284	17,667
	1,460,234	1,251,289
REMUNERATION OF DIRECTOR: CORPORATE SERVICES - LD LESS (RESIGNED 30 NOVEMBER 2014)		
Annual Remuneration	928,030	1,353,541
Car Allowance	80,000	120,000
Performance Bonuses	259,880	290,120
Contributions to UIF, Medical and Pension Funds	97,300	140,486
Reimbursive expenses	8,450	8,613
Cell phone re-imburement	16,714	23,309
Leave recovered	(2,878)	-
	1,387,496	1,936,069
REMUNERATION OF DIRECTOR: GOVERNANCE, LEGAL & SECRETARIAT - SS NYONI (NEW POSITION CREATED ON 01 JUNE 2014)		
Annual Remuneration	924,009	-
Contributions to UIF, Medical and Pension Funds	95,882	-
Reimbursive expenses	749	-
	1,020,640	-

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
REMUNERATION OF DIRECTOR: STAKEHOLDER RELATIONS - I SATHEKGE (RESIGNED 31 JULY 2013)		
Annual Remuneration	-	338,922
Car Allowance	-	14,000
Contributions to UIF, Medical and Pension Funds	-	43,667
Cell phone re-imburement	-	2,460
Leave paid out	-	88,455
Reimbursive expenses	-	6,229
	-	493,733
REMUNERATION OF CHIEF MARKETING OFFICER - WM TLOU (RESIGNED 28 FEBRUARY 2015)		
Annual Remuneration	1,626,841	822,845
Performance Bonuses	128,203	-
Contributions to UIF, Medical and Pension Funds	49,303	16,848
Cell phone re-imburement	16,828	38,893
Subsistence allowance	-	33,063
Reimbursive expenses	30,403	10,065
Leave paid out	3,659	-
	1,855,237	921,714
REMUNERATION OF DIRECTOR: MARKETING AND COMMUNICATIONS - N MAZIBUKO (RESIGNED 30 JUNE 2013)		
Annual Remuneration	-	394,751
Cell phone reimbursement	-	10,766
Performance Bonuses	-	302,838
Contributions to UIF, Medical and Pension Funds	-	44,233
Reimbursive expenses	-	6,696
Leave paid out	-	95,873
	-	855,157

FIGURES IN RAND	2015	2014
REMUNERATION OF ACTING DIRECTOR: STAKEHOLDER RELATIONS - NTJ MABUZA (UNTIL 30 SEPTEMBER 2014)		
Annual Remuneration	399,888	517,684
Reimbursive expenses	5,549	31,144
Performance Bonuses	-	117,150
Contributions to UIF, Medical and Pension Funds	46,695	66,341
Acting Allowance	104,626	132,592
Cell phone re-imburement	10,468	40,217
Subsistence allowance	-	34,732
	567,226	939,860
REMUNERATION OF ACTING CHIEF MARKETING OFFICER - N NTOMBELA (01 FEBRUARY 2015)		
Annual Remuneration	113,084	-
Car Allowance	30,000	-
Contributions to UIF, Medical and Pension Funds	16,065	-
Acting Allowance	21,824	-
Reimbursive expenses	2,872	-
	183,845	-
REMUNERATION OF ACTING DIRECTOR: CORPORATE SERVICES - M MOAGI (01 JANUARY 2015)		
Annual Remuneration	156,138	-
Acting Allowance	74,364	-
Performance Bonuses	2,145	-
Contributions to UIF, Medical and Pension Funds	29,916	-
Cell phone reimbursement	1,000	-
	263,563	-

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
19. FINANCE COSTS		
Finance leases	39,290	25,036
Financial instruments held at amortised cost	-	24,006
	39,290	49,042
20. DEBT IMPAIRMENT		
Debt impairment	316,678	-
Impairment relates to certain other receivables whose recoverability is unlikely.		
21. GENERAL EXPENSES		
Advertising	398,113	778,944
Auditors remuneration	1,888,407	1,443,811
Bank charges	118,212	97,201
Cleaning	-	3,935
Computer expenses	531,702	705,896
Consulting and professional fees [A]	19,218,422	6,471,071
Consumables	543,682	557,296
Courier & Delivery expenses	210,035	135,984
Insurance	280,745	274,383
Conferences and Seminars	298,376	74,277
Marketing [B]	94,140,454	140,454,417
Motor vehicle expenses	112,609	101,506
Placement fees	1,996,177	2,090,280
Printing and stationery	904,119	814,587
Security	55,863	40,022

FIGURES IN RAND	2015	2014
Staff welfare	588,457	401,376
Subscriptions and membership fees	582,524	1,026,933
Telephone and fax	701,304	672,513
Staff training and development	648,745	338,426
Travel and subsistence	3,443,346	2,968,172
Travel - overseas	3,790,312	4,079,984
Assets expensed	1,300	22,148
Water and electricity	838,421	969,747
Other operating expenses	503,410	865,263
National Communications Task Team (NCTT) expenditure [C]	1,111,480	-
Venue expenses	262,627	700,331
	133,168,842	166,088,503

- [A] Included in the consulting and professional fees is the amount of R4,8 million attributable to the country managers who were paid as employees a total of R4.9 million in the 2013/14 financial year. It also includes R3,5 million attributable to legal fees for registration of offices in UK, US and China resulting in the increase to R16 million in the current year.
- [B] There was a significant reduction in the current year marketing costs due to the project undertaken with the Economic Development Department (EDD) being concluded in the prior year as well as the reprioritisation exercise that necessitated a change of business plan to accommodate the National Communications Task Team (NCTT) and deferral of the South African Competitiveness Forum (SACF), and South African Premier Business Awards (SAPBA).
- [C] In order to identify key reputational issues that might impact the country's relations, Brand South Africa hosted the National Communications Task Team and received an approval from the Executive Authority to change the Annual Performance Plan on 31 March 2015. The expenditure was incurred in line with the updated Annual Performance Plan.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
22. AUDITORS' REMUNERATION		
External audit	1,056,470	817,718
Internal audit	831,937	626,093
	1,888,407	1,443,811
External auditor's remuneration		
Current year fees	970,663	715,986
Planning for the following year	85,807	101,732
	1,056,470	817,718
Internal auditors' remuneration		
Current year fees	574,586	626,093
Prior year fees	186,641	-
Special requests	70,710	-
	831,937	626,093
23. OPERATING DEFICIT		
Operating deficit for the year is stated after accounting for the following:		
Operating lease charges		
Premises		
• Contractual amounts		
Equipment		
• Contractual amounts	3,171,757	2,933,378
	260,681	464,091
	3,432,438	3,397,469
Loss on sale of property, plant and equipment	(2,003)	(139,693)
Impairment on property, plant and equipment	33,254	-
Loss on exchange differences	1,229,522	2,240,541
Amortisation on intangible assets	52,691	118,915
Depreciation on property, plant and equipment	975,456	939,722
Employee costs	34,404,932	33,014,140
Amount expensed in respect of defined contribution plans	1,671,277	1,278,064

FIGURES IN RAND	2015	2014
24. CASH USED IN OPERATIONS		
Deficit	(3,690,182)	(11,241,467)
Adjustments for:		
Depreciation and amortisation	1,028,147	1,058,637
Loss on disposal of assets and liabilities	2,003	139,693
Finance costs - Finance leases	39,290	25,036
Impairment deficit	33,254	-
Bad debts written off	316,678	-
Movements in operating lease assets and accruals	57,833	66,211
Movements in provisions	2,834,219	63,181
Other non-cash items	(174,832)	402,812
Changes in working capital:		
Prepayments	(2,243,646)	(68,025)
Receivables from exchange transactions	8,203,475	(4,705,479)
Payables from exchange transactions	(15,106,730)	1,685,513
	(8,700,491)	(12,573,888)

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
25. COMMITMENTS		
Authorised and approved expenditure		
Already contracted for but not provided for		
• Training TM	-	1,800,000
• Leasing IT equipment	-	800,000
• National perceptions study	590,520	5,000,000
• Travel management services	4,800,000	8,500,000
• Internal audit fees	712,927	1,902,000
• Media monitoring and analysis	1,565,949	4,900,000
• Digital Strategy implementation (reduced costs)	6,300,000	18,000,000
• Media partnerships (reduction in international media houses)	6,270,000	18,142,500
• International perceptions study (tender cancelled in 2015)	-	13,000,000
	20,239,396	72,044,500
Total commitments		
Already contracted for but not provided for	20,239,396	72,044,500
This committed expenditure will be financed by approved future transfers.		

FIGURES IN RAND	2015	2014
Operating leases - as lessee (expense)		
Minimum lease payments due - buildings		
- within one year	3,348,849	2,997,599
- in second to fifth year inclusive	1,146,841	4,354,882
	4,495,690	7,352,481
Minimum lease payments due - equipment		
- within one year	259,486	257,170
- in second to fifth year inclusive	129,743	385,755
	389,229	642,925

Operating lease payments represent rentals payable by Brand South Africa for its office space located at 103 Central Street Houghton and copier machines. The current lease expires on the 31st of July 2016 with a renewal option. Leases are negotiated for an average term of three (3) years. No contingent rent is payable.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

26. CONTINGENCIES

Litigation is in process against Brand South Africa relating to three separate matters as follows:

Labour dispute

A former employee citing unfair dismissal. Brand South Africa's lawyers and management consider the likelihood of the action against Brand South Africa being successful to be unlikely and the case is expected to be resolved within the next year.

Termination of a contract

A former service provider citing non-payment for certain services rendered before the contract was terminated. Brand South Africa's lawyers and management consider the likelihood of the action against Brand South Africa being successful as unlikely and the case should be resolved within a year.

Employee performance bonuses

It is Brand South Africa's policy to pay bonuses based on the performance of employees. The financial statements do not include provision for such payments for current year since the ultimate payment is contingent upon approval by the Board of Trustees and availability of funds. The financial effect of this is not yet determined.

FIGURES IN RAND**2015****2014****27. RELATED PARTIES****Related party**

Controlling entity	Department of Communications
Government Communication and Information System (GCIS)	Research fees
The Presidency	Executive Authority - prior
Department of Communications	Executive Authority - current
Department of Trade and Industry	Strategic Partner on trade related activities
Economic Development Department	Strategic Partner on trade related activities
Department of Mineral Resources	Strategic Partner on trade related activities
CSIR	Entity controlled by a related party
Council for GeoScience	Entity controlled by a related party

Transactions with all the related parties are at arm's length. The amounts outstanding are unsecured, interest free and repayable within thirty (30) days.

Related parties**Amounts included in Trade receivable regarding related parties**

Department of Trade and Industry	1,329,235	4,260,959
Council for GeoScience	-	292,618
State Diamond Tender	-	130,000
CSIR	292,618	292,618
Mining Qualifications Authority	-	120,000
Economic Development Department	-	4,099,313
Mintek	-	292,618
Mine Health and Safety Council	-	292,618
Technology Innovation Agency	-	292,618
	1,621,853	10,073,362

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
Related party transactions		
Payments to related parties		
GCIS - Research	-	966,079
Amounts included in the Partnership Income regarding related parties		
Department of Trade and Industry	1,674,231	4,051,099
Council for GeoScience	-	292,618
CSIR	-	292,618
The Presidency	156,911	-
Mining Qualifications Authority	-	120,000
Economic Development Department	-	26,815,768
State Diamond Tender	-	130,000
Mine Health and Safety Council	-	292,618
Technology Innovation Agency	-	292,618
Mintek	-	292,618
Department of Mineral Resources	-	920,537
	1,831,142	33,500,494

28. INDEPENDENT AUDIT AND RISK COMMITTEE MEMBERS

MARCH 2015	MEMBERS' FEES	TOTAL
Luyanda Mangquku	42,900	42,900
Davison Dyiwa	24,700	24,700
Nomagugu Mtetwa	24,300	24,300
Thuli Mashanda	22,500	22,500
	114,400	114,400

MARCH 2014	MEMBERS' FEES	TOTAL
Luyanda Mangquku	58,500	58,500

29. CHANGE IN ESTIMATE

Property, plant and equipment

In accordance with its policy, Brand South Africa reviews the estimated useful lives of its property, plant and equipment annually. This review indicated that the actual lives of certain IT equipment, Office furniture and Office equipment were longer than the estimated useful lives used for depreciation purposes. As a result, effective 1 April 2014, Brand South Africa changed its estimates of the useful lives of its IT equipment, Office furniture and Office equipment to better reflect the estimated periods during which these assets will remain in use. The effect of this change in estimate is as follows:

CLASS	INITIAL ESTIMATE	REVISED	EFFECT ON CURRENT YEAR DEPRECIATION	EFFECT ON FUTURE DEPRECIATION	NUMBER OF ASSETS
IT Equipment	3 - 5 years	3 - 10 years	(69,086)	69,086	29
Office Equipment	5 - 10 years	5 - 12 years	(135,131)	135,131	10
Office Furniture	10 - 15 years	10 - 17 years	(46,929)	46,929	60
			(251,146)	251,146	99

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

30. PRIOR PERIOD ERRORS

During the current year, Brand South Africa identified and corrected some prior period errors pertaining to misstatement of property, plant and equipment disposals, expense accruals, other receivables and other income. The details and effect of the adjustments are as follows:

DESCRIPTION	EFFECT ON STATEMENT OF FINANCIAL POSITION	EFFECT ON STATEMENT OF FINANCIAL PERFORMANCE	EFFECT ON OPENING ACCUMULATED SURPLUS
Disposals of Property, plant and equipment omitted	(4,740)	4,740	-
Understatement of expense accruals	(571,327)	571,327	-
Overstatement of other income	(4,520)	4,520	-
Overstatement of other receivables	(137,359)	137,359	-
	(717,946)	717,946	-

31. RISK MANAGEMENT

Financial risk management

Brand South Africa's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

Brand South Africa's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on Brand South Africa's financial performance. Risk management is carried out by management under policies approved by the accounting authority. Brand South Africa identifies, evaluates and hedges financial risks in close co-operation with Brand South Africa's operating units. The accounting authority provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

Liquidity risk

Brand South Africa's risk to liquidity is a result of the funds available to cover future commitments. Brand South Africa manages liquidity risk through an ongoing review of future commitments.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents, and trade debtors. Brand South Africa only deposits cash in a major bank with high quality credit standing.

Trade receivables are concentrated around a few major government departments. These are assessed to be high quality as they usually pay up their accounts within thirty (30) days of invoicing.

Financial assets exposed to credit risk at year end were as follows:

FINANCIAL INSTRUMENT	2015	2014
Nedbank call account	2,216,000	5,731,000
Nedbank current account	3,433,436	10,353,346
Receivables from exchange transactions	3,255,562	11,401,623

Nedbank Limited has a Fitch rating of BBB with a stable outlook as of December 2014.

Market risk

Interest rate risk

Brand South Africa's income and operating cash flows are largely independent of changes in market interest rates even though it generates investment revenue from excess cash deposited in the call account.

Foreign exchange risk

Brand South Africa operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar, Chinese Yuan Renminbi (CNY), Swiss Franc (CHF) and the UK pound. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

Brand South Africa cannot hedge foreign exchange fluctuations.

Foreign currency exposure at statement of financial position date

Liabilities

Current, USD 636,261 (2014 : USD 369,734)	7,688,137	3,964,717
Current, GBP 25,937 (2014 : GBP Nil)	464,895	-
Current, CHF 1,403 (2014 : CHF 40,816)	17,578	494,712

Exchange rates used for conversion of foreign items were:

USD	12.0833	10.7237
GBP	17.9242	17.5831
CHF	12.5287	12.1205
CNY	1.97050	1.7145

The Brand South Africa reviews its foreign currency exposure, including commitments, on an ongoing basis.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

32. GOING CONCERN

We draw attention to the fact that at 31 March 2015, the Brand South Africa had accumulated deficits of (9,131,721) and that Brand South Africa's total liabilities exceed its assets by the same amount. In the past financial year, the organisational structure was increased with 14 new positions, resulting in the increase of employee cost for the current year. This will result in a significant reduction of outsourced work that is expected to result in cost savings. Furthermore, the losses suffered in past years are not expected to recur in future since management has performed a budget reprioritisation to focus mainly on core marketing projects without compromising the mandate.

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

33. EVENTS AFTER THE REPORTING DATE

National level events

The country experienced xenophobic attacks and as a result the brand value of South Africa was negatively impacted. Brand South Africa, being a custodian of the South African brand, will have to increase investment in programmes of social cohesion to mitigate the impact. The estimated financial impact cannot be made at this stage.

Settlement of labour disputes

Brand South Africa and a former employee have agreed and settled an outstanding labour dispute for an amount of R2.97 million after year end but before the financial statements were authorised. The financial statements include a provision for this amount.

Contract cancellation

Brand South Africa cancelled the contractual agreement with a marketing agency. The estimated financial impact cannot be made at this stage.

Condonation

Both the irregular and fruitless and wasteful expenditure were condoned by the Accounting Authority on the 23rd of July 2015 amounting to R10 738 795 and R1 857 596 respectively.

FIGURES IN RAND	2015	2014
34. FRUITLESS AND WASTEFUL EXPENDITURE		
Opening Balance	1,715,331	1,646,105
Add wasteful expenditure - current	168,274	73,544
Less amounts recovered	(26,009)	(4,318)
	1,857,596	1,715,331

Management investigated the nature and causes of the above expenditure. Recoveries were made where transgressors were identified after disciplinary hearings. The remainder was written off following the approval of the Board of Trustees

The opening balance of the fruitless and wasteful expenditure dates back to the financial year 2009/2010 with a significant amount attributable to cancellation of a lease contract that no longer bore future economic benefits for entity and events that would have not yielded a desired return of investment should they have taken place on those planned dates.

Management did present, in prior years, a detailed register reflecting the full details of each transaction for their consideration to condone. The condonation was subsequently deferred to a later date awaiting the final outcome of an investigation commissioned on the irregular expenditure.

The Executive Authority approved the writing off of R1 857 596 during a full board meeting that was held on the 23rd of July 2015.

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31 March 2015

FIGURES IN RAND	2015	2014
35. FRUITLESS AND WASTEFUL EXPENDITURE DETAILS		
CCMA settlement	40,072	-
Others	5,594	-
Withdrawal notice from medical aid scheme on resignation	-	4,318
Cancellation of lease	9,919	29,758
Bus hire	-	5,650
SARS penalties and interest	76,262	33,818
Interest on late payment of suppliers	10,418	-
Brand South Africa assets used for personal use [A]	26,009	-
	168,274	73,544

[A] This represents use of Brand South Africa assets for private use by an employee. A disciplinary hearing was conducted and amounts were all recovered from the employee concerned.

FIGURES IN RAND	2015	2014
36. IRREGULAR EXPENDITURE		
Opening balance	10,738,795	10,738,795
Add: Irregular Expenditure - current year	79,055	393,071
Less: Amounts condoned	-	(393,071)
	10,817,850	10,738,795

Analysis of expenditure awaiting condonation per age classification

Prior years	10,738,795	10,738,795
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Details of irregular expenditure condoned

Procurement of services without valid tax clearance certificates	1,518,132
Procurement of services without following PPPFA Act	9,220,653
	10,738,785

Management commissioned a forensic audit as a matter of course to determine whether there were any fraudulent activities in respect of the irregular expenditure. The forensic audit was duly completed and subsequently the Accounting Officer instituted disciplinary action against the transgressors as per the outcome of the forensic audit.

Management initially submitted a request for condonation to the Accounting Authority; however the initial submission was not approved on the basis that the Accounting Authority required assurance that no fraudulent activities took place on any of the transactions that were submitted as a condonation. The Forensic audit was commissioned to investigate whether any fraudulent activities took place to the presented irregular expenditure. The investigation was finalised on the 11th November 2014; all recommendations were noted and implemented, resulting in disciplinary action being taken against an official.

During the full board meeting held on the 23rd of July 2015, the Accounting Authority condoned an amount of R10,738,785.

The current year's irregular expenditure is due to non-compliance to Treasury regulations regarding sourcing of three quotations. Some of the transactions are a remainder of prior year contract, which has been corrected in the current financial year. The remainder was due to a quicker turnaround time required for services and sponsorship luncheon for a related party.

DETAILED INCOME STATEMENT

for the year ended 31 March 2015

FIGURES IN RAND	NOTES	2015	2014 RESTATED*
Revenue			
Other income		185,787	292,518
Partnership income		1,831,142	33,788,592
Interest received - investment		474,791	395,762
Government grants & subsidies		167,686,000	160,434,000
Total revenue		170,177,720	194,910,872
Expenditure			
Employee related costs	18	34,404,932	33,014,140
Depreciation and amortisation		1,028,147	1,058,638
Impairment loss		33,254	-
Finance costs	19	39,290	49,042
Lease rentals on operating lease		3,432,438	3,397,469
Debt Impairment	20	316,678	-
Repairs and maintenance		212,798	164,313
General Expenses	21	133,168,840	166,088,503
Total expenditure		172,636,377	203,772,105
Operating deficit	23	(2,458,657)	(8,861,233)
Loss on disposal of assets		(2,003)	(139,693)
Loss on foreign exchange		(1,229,522)	(2,240,541)
		(1,231,525)	(2,380,234)
Deficit for the year		(3,690,182)	(11,241,467)

* See Note 30

The supplementary information presented does not form part of the financial statements and is unaudited



PERFORMANCE
RESULTS

PERFORMANCE RESULTS - IMPACT

For the year ended 31 March 2015

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IMPACT MEASURE / INDICATOR	TOOL FOR MEASURING	ACTUAL 2010/11	ACTUAL 2011/12	ACTUAL 2012/13	ACTUAL 2013/14	ACTUAL 2014/15	TARGET 2014/15
1. Increased Competitiveness	WEF-GCI Index	44 (54)	50	52	53	56 ↓	(40-50)
Institutions		47	45	43	41	36 ↑	(38 - 48)
Infrastructure		63	62	63	66	60 ↑	(54 - 64)
Macro-Economic Stability		43	55	69	95	89 ↑	(39-49)
Health and Primary Education		129	131	132	135	132 ↑	(125-135)
Higher Education and Training		75	73	84	89	86 ↑	(66-76)
Goods Market Efficiency		40	32	32	8	32 ↓	(34-44)
Labour Market Efficiency		97	95	113	116	113 ↑	(91-101)
Financial Market Sophistication		9	4	3	3	7 ↓	(4-10)
Technological readiness		76	76	62	62	66 ↓	(70-80)
Market size		25	25	25	25	25 ↔	(21-31)
Business sophistication		38	38	38	35	31 ↑	(32-42)
Innovation		44	41	42	39	43 ↓	(35-45)
2. Improved International Reputation (Nation Brand)	GfK Anholt Nation Brand Index	37	36/50	36/50	36/50	56	TARGET 2014/15
Brazil*		31	34	34	31	34 ↓	(40-50)
China		38	37	37	32	34 ↓	(38 - 48)
Egypt		34	40	37	35	36 ↓	(54 - 64)
Germany		35	29	34	29	28 ↑	(39-49)
India		20	19	19	21	28 ↓	(125-135)
Japan		49	47	47	45	45 ↔	(66-76)
Russia		46	43	40	43	42 ↑	(34-44)
South Africa		3	4	7	9	11 ↓	(91-101)
United Kingdom		26	30	30	35	29 ↑	(4-10)
United States of America		38	40	35	35	36 ↓	(70-80)
France	34	27	29	30	35 ↓	(21-31)	
3. Social Cohesion	National Perceptions Audit	-	-	80.4%	66.7%	73 ↑	(32-42)

IMPACT MEASURE / INDICATOR	2008/09	2009/10	2010/11	*2011/12	2012/13	2013/14	2014/15
Increased GDP Growth (%)	-1.5%	2.9%	3.1%	Q2: 3.2%	2.7*	1.9%	-0.6%
Decreased Unemployment Rate	23.9%	24.9%	25.2%	Q2: 24.9%	24.9%	24.1% (Q4 Stats SA)	25.5%
Improved Environment of Doing Business	32 (/178)	34 (/183)	36 (/183)	35 (/183)	39 (/185)	41 (185)	43 (185)
Improved Governance in Mo Ibrahim Index	5 (/53)	5 (/53)	5 (/53)	5 (/53)	5 (/52)	5 (/52)	4 (52)
Improved Economic Freedom	57 (/157)	72 (/179)	70 (/184)	70 (/184)	74 (/185)	74 (185)	75 (185)
Improved Human Development	125 (/179)	129/(169)	110/ (169)	123 (/187)	121/(186)	No new data	118 (/185)
Improved Competitiveness (IMD)	53 (/55)	44 (/58)	52 (/59)	50 (/59)	53 (/60)	53 (/60)	52 (/60)
Manufacturing Competitiveness	-	22 (/26)	-	-	Ranked 24th	24	No new data

A photograph showing the silhouettes of several people playing beach volleyball on a sandy beach at sunset. The sun is low on the horizon, creating a bright, golden glow that silhouettes the players and the volleyball net. The net is stretched across the frame, and the players are in various dynamic poses, suggesting an active game. The background shows the ocean and distant hills under a cloudy sky.

‘In the year under review, Brand South Africa focused on promoting the National Development Plan (NDP), celebrating 20 years of freedom and democracy, positioning the South African brand locally and internationally, building a competitive nation and driving active citizenship through our domestic mobilisation campaigns.’

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Integrated training of key stakeholders.	1.1.1. Implement high level strategic stakeholder engagements.	Not applicable.	High-level engagements (messaging and relationship management) in three provinces (Gauteng/Eastern Cape/ Kwa Zulu Natal) with Government, Organised Labour, Youth, FBOs and Business Associations.	Annual target met.	
			1.1.2. Develop and implement an integrated training programme.	Train nine provincial agencies.	Stakeholder training in three provinces.	Annual target met.	
			1.1.3. Develop a training Toolkit (online and offline).	CI Manual and online academy.	100% complete CI toolkit that works offline and online (templates, content, visuals and PYP).	Annual target met.	
			1.1.4. Develop Nation Brand Module.	Not applicable.	Host two Nation Brand Masterclasses. Secure one endorsement partner. Endorse Nation Brand MASA Module.	Annual target met.	

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.2. Analysis and reporting on adherence to CI and key messaging.	1.2.1. Identify Corporate Identity and messaging compliance tracking tool.	Interbrand Study.	100% complete cost effective CI and messaging tracking tool.	Annual target not met.	Closed tender issued at the end Q4. Supply chain management process was completed however, no appropriate service provider was identified.
		1.3. Brand alignment and compliance.	1.3.1. Development of branding framework and toolkit.	Development of concepts, design, and elements for all the dti Trade Initiatives.	Development of concepts, design, and messaging for domestic and international programmes, including: ITIs State Visits Youth Month Stakeholder Programmes BRICS WEF, when required.	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 2: INCREASED PRIDE AND PATRIOTISM AND ACTIVE CITIZENSHIP AMONGST SOUTH AFRICANS

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Active citizenship campaign (Play your Part) focused on NDP, 20 years of democracy achievements, and civic pride.	2.1. Increased pride and patriotism amongst South Africans (domestic and GSAs).	2.1.1. Develop integrated active citizenship campaign (with clear benefit story) that leverages PYP to drive awareness of the NDP, 20 years of democracy achievements and civic pride.	6% (GCIS tracker) and 36% (NPA) awareness. 85% Pride levels. 66.7% Active Citizenship.	<ul style="list-style-type: none"> • 38% Awareness of the PYP. • 10% increase of PYP online and 30% social media community. • 71% Active citizenship levels (NPA). • 85% Pride levels (tracker). 	Annual target not met.	Changed service provider and as a result the methodology has changed and comparison cannot be done.
			2.1.2 Introduce new and leverage on existing PYP and GSA Ambassadors to drive positive news about the country.	Inspiring new ways characters and PYP series.	Increase PYP ambassador participation from 35 to 48 and leverage messaging in the Brand South Africa platforms.	Annual target met.	
			2.1.3 Identify and secure media partners to drive domestic mobilisation programme.	Sowetan and SABC Radio.	Strategic media and retail partnerships that offer multi-channel communication platforms, impact, influence and reach (visibility, database, retail and media): targeting Pick n Pay, Shoprite, MTN and FNB.	Annual target met.	

OUTCOME 2: PRIDE AND PATRIOTISM AND ACTIVE CITIZENSHIP AMONGST SOUTH AFRICANS

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Active citizenship campaign (Play your Part) focused on NDP, 20 years of democracy achievements and civic pride.	2.1. Increased pride and patriotism amongst South Africans (domestic and GSAs).	2.1.4. Create general and informed awareness of South Africa's country positioning to include 20 years of achievement and drive civic pride.	Inspiring new ways TVC, formula for South Africa and PYP TV series. Country positioning awareness: 22% domestic and 44% international (Thrive).	Increase in awareness levels of country's pay off line to 25% (domestic) and 46% (international).	Annual target met.	
			2.1.5. Ignite GSAs and equip them with information relating to country programmes and toolkits.	1 700 subscribers of the GSA newsletter.	10% increase in registration and deepened engagement of GSA online platforms.	Annual target met. Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 3A: POSITIVE POSITIONING OF SOUTH AFRICA AS A BUSINESS DESTINATION AMONGST DOMESTIC AND INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
3.a	Positive positioning of South Africa amongst target audiences.	3.1. Brand insights and knowledge management (domestic and international).	3.1.1. Host reference groups and host 2nd Annual SACF.	Four reference groups and Inaugural Competitiveness Forum.	Two Reference Groups. Host one SACF#2. One, three city SACF #2 roadshow.	Annual target not met.	SACF postponed due to Board decision. Hosted two reference groups in Durban and Port Elizabeth. Three city roadshow postponed due to Board decision to postpone SACF to Q1 of next fiscal.
			3.1.2. Tracking of country performance in select indices.	WEF Competitiveness. IMD Competitiveness. World Travel and Tourism Index.	WEF Competitiveness. World Travel and Tourism Index.	Annual target met.	
			3.1.3. Tracking of Governance, Economic and Business Environment indices.	Mo Ibrahim Index. Transparency International. Ease of Doing Business. UNDP Human Development Report.	Mo Ibrahim. Transparency International. Ease of Doing Business. UNDP Human Development Report.	Annual target met.	
			3.1.4. Reputation measures.	Nation Brand Index (NBI) RepTrack (Reputation Institute) NPA Report.	One NBI Report analysis and participation. One NBI internal presentation. One NPA report analysis.	Annual target met.	
			3.1.5. Quarterly field primary research.	Not applicable.	Three quarterly field studies.	Annual target met.	

OUTCOME 3A: POSITIVE POSITIONING OF SOUTH AFRICA AS A BUSINESS DESTINATION AMONGST DOMESTIC TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
3.a	Positive positioning of South Africa amongst target audiences.	3.2. Increased awareness levels of South Africa's competitiveness and profile Brand South Africa as a credible agency on issues of reputation and global competitiveness.	3.2.1. Profile South Africa as a globally competitive business and investment destination of choice.	Outcomes of Inaugural SACF.	Increase awareness of competitiveness beyond SACF.	Annual target met.	
			3.2.2. Develop bi-annual Brand South Africa stakeholder newsletter.	Stakeholder newsletter.	Quarterly stakeholder newsletter (online) on Brand South Africa programmes.	Annual target met.	
		3.3. Structured strategic engagements with stakeholders and media.	3.3.1 Develop and leverage strategic partnerships with key stakeholders to drive Brand South Africa programmes.	Implement media and stakeholder programmes in select platforms.	Implement two integrated strategic programmes with key stakeholders.	Annual target not met.	Implemented only one of the two strategic programmes with key stakeholders. South African Premier Business Awards deferred to Q1 of 2015/16.

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 3B: POSITIVELY CHANGED PERCEPTIONS ABOUT SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
3.b	Positive disposition of South Africa amongst target international audiences.	3.4. Increased awareness of South Africa's global competitiveness and profiling of South Africa as a business and investment destination of choice.	3.4.1. Create/build general and informed awareness of South Africa country positioning globally as a competitive business and investment destination and partner of choice.	Awareness level of new positions (Thrive TBC).	Leverage off strategic international platforms.	Annual target met.	
			3.4.2. Generate content to leverage inspiring South African stories to enhance uptake of country positioning.		Identify and secure relevant international media partnerships for reach and impact of media content to reinforce positioning.	Annual target met.	
			3.4.3 Profile inspiring South African stories on all Brand South Africa communication platforms and link them to Inspiring New Ways; 20 years of achievements; and the NDP.		Digital GSA Public Relations	Annual target met.	

OUTCOME 4: SUSTAINABLE ORGANISATION

STRATEGY: PRUDENT FINANCIAL MANAGEMENT AND CONTROL

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
4	4.1 Joint funding and value addition.	Value-add as a percentage of total Brand South Africa budget.	4.1.1 Collaborate with media partners for incremental in Brand South Africa programmes (AVE value).	R 9 million.	R 12 million.	Annual target met.	
		Funds raised as a total percentage of Brand South Africa marketing budget.	4.1.2 Funds raised as a percentage of total marketing budget.	R 3 million.	5%	Annual target not met.	The payment structure was not agreed upon with the agency responsible to raise funds on behalf of Brand South Africa. Management will not explore other payment structures.
	4.2. Sound corporate governance and good corporate citizenship.	Achieve a clean audit report.	4.2.1. Submission of completed Annual Financial Statements and Annual Report to Auditor General on due date.	Unqualified audited report.	Unqualified audited report.	Annual target met.	
		Support two CSI projects per annum.	4.2.2. Implement the CSI policy through the support of approved CSI projects.	Three CSI projects undertaken.	Two CSI projects supported.	Annual target met.	
		Compliance with National Treasury regulations.	4.2.3 Compliance reports to National Treasury (PFMA, Supply Chain Management).	Not applicable	Supply Chain Management reports submitted within set deadlines.	Annual target met.	Procurement was implemented successfully.
						Annual target met.	All transactions above R 100 000 have been uploaded to National Treasury CRA system.
Annual target met.							

PERFORMANCE RESULTS - OUPUTS

For the year ended 31 March 2015

OUTCOME 4: SUSTAINABLE ORGANISATION

STRATEGY: PRUDENT FINANCIAL MANAGEMENT AND CONTROL

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2014/15	TARGET 2013/14	RESULTS 2014/15	VARIANCE EXPLANATION	
4.	4.2. Sound corporate governance and good corporate citizenship.	Ensure effective governance and compliance within the organisation.	4.2.4 Compliance, reporting and accounting to Board and Executive Authority. Monthly expenditure monitoring. Quarterly reports.		Budget submitted within deadlines.	Annual target met.		
					Monthly expenditure monitoring.	Annual target met.		
					Quarterly reports.	Annual target met.		
			Ensure effective and accurate Board administration services.	4.2.5 Board: Governance and Oversight.		Quarterly Board and committee meetings	Annual target met.	
				4.2.6 Strategic relationship building.		Pre Board and Committee meetings	Annual target met.	
		Mitigated risk register to ensure sustainability.	4.2.7 Quarterly risk workshops, reporting and one annual Board Risk Assessment workshop.		Quarterly risk management.	Annual target met.		
					Increase compliance to PFMA to 90%.	Annual target met.		
					Implement the recommendation of an approved CRMP.	Annual target met.		
		Effective and compliant Internal Audit function.	4.2.8 Conduct internal audit plans.		Execute quarterly Internal Audit plans.	Annual target met.		
					Assessment of performance information.	Annual target met.		
	Table quarterly report to ARCO -Internal Audit report.			Annual target met.				

OUTCOME 4: SUSTAINABLE ORGANISATION

STRATEGY: PRUDENT FINANCIAL MANAGEMENT AND CONTROL

NO.	KEY RESULT AREA (SUB-PROGRAMME)	OUTCOMES/MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE
4.	4.3. High performance organisation.	Integrated system and reporting.	4.3.1 Fully functioning ERP system.	Non-integrated systems.	ERP in place.	Annual target not met.	Business requirement process by PWC to determine the suitable ERP system is underway. To be implemented in Q1 of 2015/16.
		Targeted recruitment.	4.3.2 Develop and implement psychometric tools to assess Brand South Africa culture (DNA) (uptake of recruits).	Not applicable.	Comprehensive tool in place.	Annual target not met.	Terms of Reference developed. To be implemented in Q1 of 2015/16
		Align programme and all activities to one Brand South Africa culture.	4.3.3 Implemented Culture and Values programme.	Conducted one values programme.	Brand South Africa values firmly embedded in its programmes.	Annual target met.	
		Career pathing and succession plan in place for all positions.	4.3.4 Implementation of approved talent management, Employee Loyalty Awards and revised compensation programmes.	Not applicable.	Successful talent management programme implemented.	Annual target not met.	Due to the OD process that was undertaken in 2013 and implemented in 2014, the Talent Management programme was put on hold. This was beyond the control of management.
						Annual target not met.	The OD process and the organisational structure grew from 43 to 57 in 2014. Attrition rate of 5% was not achieved. However, the vacancy rate was significantly reduced due to the filling of 13 new positions that were advertised in October.

PERFORMANCE RESULTS - OUPUTS

For the year ended 31 March 2015

OUTCOME 4: SUSTAINABLE ORGANISATION

STRATEGY: PRUDENT FINANCIAL MANAGEMENT AND CONTROL

NO.	KEY RESULT AREA (SUB-PROGRAMME)	OUTCOMES/MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE
	4.4. Planning.	Completed and approved Annual Report/Strategic Report and APP's.	4.4.1 Approved Annual Report published and distributed.	Complied with the PFMA.	Compliance to PFMA.	Annual target met.	
		Completed and approved Strategic and Business plans.	4.4.2 Strategic and Business planning concluded.	Compliance with the PFMA.	Compliance to National Treasury guideline and MOU.	Annual target met.	
	4.5 Legal compliance.	Manage all Brand South Africa trademarks.	4.5.1 Register monitor and maintain all trademarks.	Trademarks registered in 36 countries. 35 trademarks in progress.	Register all trademarks timeously and maintain registration.	Annual target met.	
		Reduce legal liability to the organisation.	4.5.2 Implement a sound contract management system.	Electronic alerts and all contracts on Insite.	Ensure all contracts are legally binding and sound.	Annual target met.	

AFRICA & MIDDLE EAST (ANGOLA, DRC, GHANA, KENYA, NIGERIA, SENEGAL & UAE)

OUTCOME 3: POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

NO.	KEY RESULT AREA	OUTCOMES/ MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1. AFRICA & MIDDLE EAST AFRICA	1. Positive disposition about South Africa amongst target international audiences.	1.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	1.1.1 Identify and secure strategic media partnerships to enhance Africa programme.	Not applicable.	Two integrated multi-platform media partnership to cover relevant countries.	Annual target met.	
2. ANGOLA	2. Positive disposition about South Africa amongst target international audiences.	2.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	2.1.1 Profile and contextualise South Africa as a globally competitive business partner of choice.	Not applicable.	Media and stakeholder engagement.	Annual target met.	
3. DRC	3. Positive disposition about South Africa amongst target international audiences.	3.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	3.1.1 Profile and contextualise South Africa as a globally competitive business partner of choice.	Not applicable.	Media and stakeholder engagement.	Annual target met.	
4. GHANA	4. Positive disposition about South Africa amongst target international audiences.	4.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	4.1.1 Profile and contextualise South Africa as a globally competitive business partner of choice.	Brand South Africa / Brand Ghana Dialogue.	Business, media and stakeholder engagement.	Annual target met.	
5. KENYA	5. Positive disposition about South Africa amongst target international audiences.	5.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	5.1.1. Profile and contextualise South Africa as a globally competitive business partner of choice.	Brand South Africa / Brand Kenya Dialogue.	Develop and leverage of strategic partnerships with local market partners and South African business in market.	Annual target met.	

PERFORMANCE RESULTS - OUPUTS

For the year ended 31 March 2015

6. NIGERIA		6.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	6.1.1. Profile and contextualise South Africa as a globally competitive business partner of choice.	Not applicable.	Leverage off WEF Africa programme for Team South Africa and participate at WEF Global Outlook Agenda meeting.	Annual target not met.	Target was removed from the business plan and change noted in quarterly report. One stakeholder and media engagement in Nigeria.
7. SENEGAL	Positive disposition about South Africa amongst target international audiences.	7.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	7.1.1. Profile and contextualise South Africa as a globally competitive business partner of choice.	Not applicable.	Identify and develop key relationships with local media and South African business in market.	Annual target met.	
8. UAE	Positive disposition about South Africa amongst target international audiences.	8.1. Increased awareness of South Africa's global competitiveness (media monitoring/analysis).	8.1.1. Profile and contextualise South Africa as a globally competitive business partner of choice on the continent and in the Middle East.	Not applicable.	Develop and leverage off strategic partnerships with local market partners and South African business in market. Support key ITI's.	Annual target met.	

CHINA

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS - CHINA

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT/ STRENGTHENING AND DEEPENING PARTNER RELATIONSHIPS

NO.	KEY PERFORMANCE AREA	KPI/MEASURES	KEY ACTIVITIES (ACTIVATIONS)	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment with key stakeholders.	1.1. Brand alignment compliance monitoring through a brand alignment tracker tool.	1.1.1. Formal introduction to diplomatic missions in China.	Formalised relationship with South African Diplomatic Missions in China.	Four quarterly briefings.	Annual target met.	
		1.2 Collaborative relations with regional missions.	1.2.1. Formalised engagements and collaboration with South African representatives in China: SAT, SAA and Corporations.	Joint hosting of programmes.	Active participation from South African representative in Brand South Africa programmes.	Annual target met.	
			1.2.2. Formalised consultation and collaboration with Chinese key stakeholder institutions.	Focus on strategic relations with three provinces. Targeting local investment promotion agencies, universities and State Owned Enterprises.	One province and one partnership per quarter, per province.	Annual target met.	

OUTCOME 2: INCREASED PRIDE AND PATRIOTISM AMONGST SOUTH AFRICANS - CHINA

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

2.	Increased pride and patriotism amongst Global South Africans.	2.1. Pride and active citizenship. Commitment levels and qualified database.	2.1.1. Identify and develop China GSA network.	Broad scoping of GSA's in China.	Consolidated GSA network database in efficient CRM system (Improved China-South Africa skills pool, smaller population high impact).	Annual target met.	
		2.2 Improved perceptions ratings by Global South Africans (GSA Surveys).	2.2.1 Consolidate GSA strategy and ignite GSA's and equip them with information related to country programmes and toolkits (NDP and 20 years of achievement)	Implemented PYP, first tier cities activation with stakeholders.	Increase online and off-line engagement with GSA's, content, registration and participation. (Incorporated Friends of South Africa in China and Chinese with Dual citizenship).	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 3: POSITIVE POSITIONING OF SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES - CHINA

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

3.	Positive disposition to South Africa amongst target international audiences.	3.1. Improved perception (Reputation Index).	3.1.1. Awareness of South Africa's competitiveness.	Increased media exposure and coverage on NDP, South Africa's successes, unique selling points and achievements.	Two media FAM. Four media round tables Host WEF China Africa night. Develop social strategy: WeChat Weibo, YOUKU interactive website.	Annual target met.	
			3.1.2. Investor and business round tables to build confidence in South Africa as a destination for trade and investment.	Develop thought leadership platform to drive advocacy and strategic partnerships.	Two business round tables and four investor dialogue platforms. One outbound competitiveness mission.	Annual target met.	
		3.2. Implement ongoing media relations and conclude key media partnerships with relevant media.	3.2.1. Content marketing programme and media partnerships to drive deepened understanding of South Africa's value proposition, including the NDP and 20 years of achievements.	NDP: Three pieces of content, contextualising NDP to China's own development policy and FOCAC/BRICS strategy. Media interviews with South African policy makers.	Annual target: 12 media releases; two content briefings; four weekly online postings to profile South African leadership at WEF, BRICS and FOCAC as key sector events. Two major partnerships as indicated.	Annual target met.	
			3.3.2. 2014: Year of South Africa in China.	Bi-monthly events in collaboration with regional missions, media, South African stakeholders and Chinese institutions.	Host four events. Provide marketing collateral, host joint business lectures, and host seminar with China South Africa experts.	Annual target met.	

OUTCOME 4: SUSTAINABLE ORGANISATION

STRATEGY: PRUDENT FINANCIAL MANAGEMENT AND CONTROL

NO.	KEY PERFORMANCE AREA	KPI/MEASURES	KEY ACTIVITIES (ACTIVATIONS)	BASELINE 2014/15	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
4.	Sustainable organisation.	4.1 New China Office.	4.1.1 Establish legal entity and legally registered representative office in China.	Operational office in China.	Fully furnished office with trained staff.	Annual target not met.	The requested space was no longer available as per ToR. At the time of revising the proposal, quotes were incomparable. Also there were challenges with lead times to request the Reserve Bank to transfer funds from South Africa to China, which affected the turnaround time for processing and payments. This was beyond management control.
		4.2 Reduced outsourced services costs.	4.2.1 Reduce public relations costs and directly manage selected marketing activities.	Recruit new Public Relations (PR) firm.	Reduce cost to PR agency by 50%, USD 7 000 retainer fee.	Annual target not met.	Proposals had to be revised to be current. Under BAC evaluation to appoint.
				Improve capacity to handle public relations activities in-house.	Manage and have ownership of media database and relations.	Annual target met.	In Q4 all activities were handled without public relations support services.
		4.3 Sponsorship value addition.	4.3.1 Joint funding and value addition.	Source additional funding and sponsorship through strategic partnership and programmes.	Source 3% additional funding for marketing budget. JV/MOU with four South African companies (SA INC) for market programmes.	Annual target met.	Did a joint programme with Investec, the dti and the JSE. Investec covered 100% of costs.
		4.4. Compliance and clean audit.	4.4.1 Governance compliance and risk management systems.	Compliance with Chinese law.	Comply with corporate governance, Chinese laws and regulations.	Annual target not met.	Cannot comply until Brand South Africa is registered. Board has declined option to register in compliance with Chinese law. Only when registration has taken place can the Chinese do a back audit.

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

UNITED KINGDOM (UK)

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS - UK

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/ MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Integrate Brand South Africa messaging into stakeholder communication. Assist stakeholders with alignment to Brand South Africa reputation management programme.	1.1.1. Quarterly Team SA meetings at South Africa House. Regular intra-stakeholder consultations on project basis.	Four Team SA meetings per year.	Four Team SA sessions to drive alignment on key messaging and CI implementation.	Annual target met.	
			1.1.2. Tell Inspiring South African stories through GSAs and those emerging from home and leverage through PRNewswire.	Not applicable.	Ten stories per quarter (40 stories).	Annual target met.	

OUTCOME 2: INCREASED PRIDE AND PATRIOTISM AMONGST SOUTH AFRICANS (GLOBAL SOUTH AFRICANS) - UK

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

2.	Increased pride and patriotism amongst global South Africans.	2.1. Increased number of South Africans in the UK enlisted and mobilised in support of Brand South Africa mission and Vision 2030.	2.1.1. Freedom Day activation on 26th April in Trafalgar Square.	Freedom Day celebrated in UK and Ireland and France-South Africa Season collaborations.	Four major activations.	Annual target met.	
			2.1.2. Use GSA e-newsletter and website to empower GSAs on messaging and empower third-party endorsers.	42 newsletters.	45 newsletters.	Annual target met.	
			2.1.3 Tell Inspiring South African stories through GSAs and those emerging from home and leverage through PRNewswire.	Not applicable.	Ten stories per quarter (40 stories).	Annual target met.	
			2.1.3. Leverage relevant arts and culture events for GSA participation and multi-sensory invasion. (SA-UK season; 20th anniversary Academic Conference in Oxford, Robin Island Bible performance hosted by Brand South Africa; Mandela Day in Glasgow; Glasgow Games in Edinburgh and Saracens Rugby Club.	Not applicable.	Leverage 24 activations.	Annual target met.	

OUTCOME 3: POSITIVE POSITIONING OF SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES – UK

STRATEGY: REPUTATION MANAGEMENT | BRAND STRATEGY DEVELOPMENTS AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/ MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
3.	Positive disposition about South Africa amongst target international audiences.	3.1. Enhancing South Africa's image through interventions with key investors and business. Number of interventions and outcomes in coverage.	3.1.1. Investor round tables to build confidence in South Africa as a destination for trade and investment.	15 investor round tables.	15 investor round tables.	Annual target met.	
		3.2. Influencing opinion through PRNewswire, content, social media and third-party endorsements - number of interventions respectively.	3.2.1 Outbound media tour.	One bloggers tour.	One media tour.	Annual target met.	
		3.3. Implement ongoing media relations, key stakeholder programmes and conclude key media partnerships with relevant media.	3.3.1. Media partnerships to drive deepened understanding of South Africa, value proposition including NDP and 20 years of achievements.	Ongoing.	Two major partnerships. 20 media/stakeholder relations interventions.	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

USA

1. OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/ MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Integrate Brand South Africa messaging into stakeholder communication. Assist stakeholders with alignment to Brand South Africa reputation management programme.	1.1.1. Partnerships, joint planning, CI support and regular consultations with the Washington Embassy, New York, Chicago and Los Angeles Consulates, the dti offices and other key stakeholders.		12 partnerships.	Annual target met.	
			1.1.2. Tell Inspiring South African stories through GSAs and those emerging from home and leverage through PRNewswire.	Not applicable.	40 contributions to Embassy social media per quarter.	Annual target not met.	Country Manager was not in the market for most of Q4.

OUTCOME 2: INCREASED PRIDE AND PATRIOTISM AMONGST SOUTH AFRICANS (GLOBAL SOUTH AFRICANS)

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

2.	Increased pride and patriotism amongst global South Africans.	2.1. Increased number of South Africans in the UK enlisted and mobilised in support of Brand South Africa mission and vision 2030.	2.1.1. Populate consolidated Global South Africans website and social media channel as primary hub for interaction with and between GSAs, and market the site to GSAs in North America.	500 US sign-ups.	600 US sign-ups.	Annual target not met.	Country Manager was not in the market for most of Q4.
			2.1.2. Produce and disseminate weekly US edition of GSA newsletter.		36 issues.	Annual target not met.	Country Manager was not in the market for most of Q4.
			2.1.3 Create/exploit opportunities for stakeholders to engage with and leverage GSA community.		Six engagements.	Annual target met.	
			2.1.4. Provide branding and input into messaging for launch of GSA US-SA trade and investment promotion mechanism.			Annual target not met.	Country Manager was not in the market for most of Q4.
			2.1.5. Generate, gain input and provide insight into GSAs in North America – sentiment, demographics, location, etc.		Four analysis / contextualised reports.	Annual target not met.	Country Manager was not in the market for most of Q4.

OUTCOME 3: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT | BRAND STRATEGY DEVELOPMENTS AND MANAGEMENT | STRENGTHENING & DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
3.	Positive disposition about South Africa amongst target international audiences.	3.1. Enhancing South Africa's image through interventions with key investors and business. Number of interventions and outcomes in coverage.	3.1.1. Investor round tables to build confidence in South Africa as a destination for trade and investment.	Six investor round tables.	Eight investor round tables.	Annual target not met.	Country Manager was not in the market for most of Q4.
		3.2. Content marketing campaign through PRNewswire, social media, e-letters.	3.2.1 Production and dissemination of inspiring/credible/ contextualising content pitched at thought leaders, business, investors and media.	One bloggers tour.	Ten articles per quarter.	Annual target not met.	Country Manager was not in the market for most of Q4.
		3.3. Implement ongoing media relations, key stakeholder programmes and conclude key media partnerships with relevant media.	3.3.1. Partnership with Foreign Policy magazine/website.	Ongoing.	One media partnership. 20 stakeholder interventions. Ongoing media relations.	Annual target not met.	Country Manager was not in the market for most of Q4.
		3.4. Cultivate high-level third-party thought leader/influencer endorsement.	3.4.1. Inbound thought leader/think-tank mission.			Annual target not met.	Country Manager was not in the market for most of Q4.

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

BRAZIL

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1 Stakeholders integrate Brand South Africa messaging and branding into communications.	1.1.1 Attendance on fortnightly calls (one with agency and one with client).	Two calls per month.	Two calls per month.	Annual target met.	
		1.2 Stakeholders assist with reputation management.	1.2.1 South Africa Showcase breakfast/ media round table (with Consulate Spokesperson).		One engagement: Media round table with Consulate.	Annual target met.	
		1.3 Quarterly Embassy engagement.	1.3.1 Freedom Day, 20th anniversary - South African Week (supported by Embassy).		One engagement (round table).	Annual target met.	
			1.3.2 By-lined article - Ambassador / Minister Counsellor.		Two pieces of content (local generation).	Annual target met.	
		1.4 Participation in ITIs and inbound visits.	1.4.1. Economic Consul profile around an ITI		One interview with tier one business publication such as Valor Economico.	Annual target met.	
			1.4.2. South African business delegation (manufacturers or producers) visit to Brazil.		One piece of content (locally generated).	Annual target met.	

OUTCOME 2: POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES.

STRATEGY: REPUTATION MANAGEMENT/STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Positive disposition about South Africa amongst target international audiences.	2.1 Inspiring, credible and constructive content and third party endorsements distributed across multiple platforms. Familiarity Index, Thrive Study, and Anholt.	2.1.1 Update to global report template to include proactive coverage and key activity per month - 3 241	One monthly report.	One monthly report.	Annual target met.	
			2.1.2 Media programme on how South Africa is moving up on social indices (e.g. Poverty Index, Welfare Index).		Two pieces of content (centrally generated).	Annual target met.	
			2.1.3 Additional content distribution (thought leader / press releases, Q&A, etc.)		Six pieces of content.	Annual target met.	
		2.2 South Africa positioned as a competitive destination for inward investment.	2.2.1 Media content about key areas on South Africa's development, such as, Healthcare, Engineering and Technology.		One piece of content (centrally generated).	Annual target met.	
			2.2.2 Heritage Day engagement with General Consulate.		One engagement (one event or large media round table).	Annual target met.	
			2.2.3 Interview with a senior dti Spokesperson about South Africa as the perfect investment gateway to Africa.		One interview.	Annual target met.	
		2.3 Promotion of dialogue between target audiences and key stakeholders including media.	2.3.1 Freedom Day and 20th anniversary; Interview with Ambassador or Consulate General.		One interview.	Annual target met.	
			2.3.2 IBSA Summit - Media programme around IBSA (currently scheduled for New Delhi in April but may move).		One piece of content.	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Positive disposition about South Africa amongst target international audiences.	2.4 Deepened understanding of South Africa value proposition, including the NDP and achievement of first 20 years.	2.4.1 Freedom Day – Interview with South Africa senior Government Spokesperson.		One interview.	Annual target met.	
			2.4.2 Business round table with South African and Brazilian businesses/Investor/Fund managers.		One round table.	Annual target met.	
		2.5 Articulation and contextualisation of South African policy. Consideration Index: Thrive Study; Media Reputation Index.	2.5.1 BRICS Summit 2014 - Interview with South African Policy Maker or Senior Spokesperson		One interview	Annual target not met.	Changes in Business plan.
			2.5.2 Quarterly business interviews showcasing the ease of doing business and opportunities which exist in South Africa.	Four interviews.	Four Interviews.	Annual target met.	
			2.5.3 Background media briefings.	Twelve background briefings.	Twelve background briefings.	Annual target met.	
		2.6 Motivate shared BRICS values.	2.6.1 BRICS Summit 2014/2015.		Two pieces of content.	Annual target met.	
			2.6.2 BRICS Summit 2014 - exclusive interview with senior Government spokesperson.		One interview.	Annual target met.	
			2.6.3 BRICS Summit 2014 - interview with South African policy maker or Senior Spokesperson.		One interview.	Annual target met.	
		2.7 Demonstrate emerging market leadership on key global governance issues.	2.7.1 By-lined on new economic models for growth and the role of South-South collaboration.		One piece of content (locally produced).	Annual target met.	
			2.7.2 Science and technology focus: showcase key programmes / initiatives in South Africa.		One piece of content (locally produced).	Annual target met.	
			2.7.3 Economic and emerging market leadership: articulate key South Africa economic policies and leadership for emerging markets.		One piece of content (locally produced).	Annual target met.	

RUSSIA

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Stakeholders integrate Brand South Africa messaging and branding into communications.	1.1.1 Attendance on fortnightly calls (one with agency and one with client).	Two calls per month.	Two calls per month.	Annual target met.	
		1.2. Quarterly Embassy engagement.	1.2.1 Quarterly meetings with the Embassy, bi-weekly calls updates on the activities.	Four meetings.	Four meetings.	Annual target met.	
		1.3. Participation in ITIs and inbound visits.	1.3.1 Supporting local engagements, interviews with the participants, thought leadership content (e.g. Novorossiisk Trade Mission, FPEF initiatives, etc.).	One engagement/three pieces of content generated by the appointed agency. (PBN H+K.)	Supporting one local engagement and three pieces of content generated by the appointed agency (PBN H+K.)	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

OUTCOME 2: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Positive disposition about South Africa amongst target international audiences.	2.1. Inspiring, credible and constructive content and third party endorsements distributed across multiple platforms.	2.1.1. One update to global report template to include pro-active coverage and key activity per month.	One monthly report.	Three reports.	Annual target not met.	Changes to the business plan.
			2.1.2. Russian business delegations visiting South Africa starting August 2014 (three delegations planned)	Six pieces of content/ interview	Four pieces of content and two interviews.	Annual target not met.	Changes to the business plan.
		2.2. South Africa positioned as a preferred destination for trade, tourism and investment.	2.2.1. Supporting South African companies and associations at the trade shows	Eleven pieces of content/ trade engagements.	Seven pieces of content. Two trade engagements and two interviews.	Annual target not met.	Changes to the business plan.
			2.3. Promotion of dialogue between target audiences and key stakeholders including media.	2.3.1 Annual SA-Russia round table.	One engagement/ three pieces of content.	One round table, one interview and four pieces of content.	Annual target not met.
		2.3. Promotion of dialogue between target audiences and key stakeholders including media.	2.3.2. Journalists and business networking engagements in co-ordination with Embassy and WOSA: three journalists for each engagement.	Three engagements.	Three engagements.	Annual target not met.	Changes to the business plan.
			2.3.3 Organising collaboration with local NGO for engagements on BRICS and providing communications support including inviting journalists around one engagement.	Five engagements.	Two engagements, one interview and two pieces of content.	Annual target not met.	Changes to the business plan.
			2.4. Deepened understanding of South Africa's value proposition, including the NDP and achievements of first 20 years.	2.4.1. CEO's by-liner on 20 years of democracy press release.	One by-liner.	One piece of content.	Annual target met.
		2.4.2. Supporting local Embassy initiatives related to the anniversary and ad hoc content.		Three engagements.	Three engagements and on-site support.	Annual target met.	
		2.4.3. Supporting local business related events, e.g. South Africa Annual Business round tables, St. Petersburg or Novorossiysk.		Three pieces of content.	Three pieces of content.	Annual target met.	
		2.4.4. Supporting ongoing events with South Africans participation: e.g. Media Tourist round table, Moscow (exact date/venue TBC); South Africa Independence Day (engagement programme TBC).		Three press releases.	Three press releases.	Annual target met.	

OUTCOME 2: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
		2.5. Articulation and contextualisation of South African policy.	2.5.1. South African Russia Ambassador's interviews and by-lines with ad hoc content distribution.	One piece of content and one interview.	One piece of content and one interview.	Annual target met.	
				Three pieces of content.	Three pieces of content.	Annual target met.	
		2.6. Motivate shared BRICS values.	2.6.1. BRICS Business Council: Distribution of a global press release following the Council meeting, generating commentary opportunities with the Russian stakeholders based on the meeting results.	One press release and two pieces of content.	One press release and two pieces of content.	Annual target met.	
		2.7. Demonstrate emerging market leadership on key global governance issues.	2.7.1. Election engagement networking (probably combined with wine tasting ceremony in Q1); one or two senior influencers and three or four journalists attending.	One event, one piece of content and one press release.	One event, one piece of content and one press release.	Annual target met.	
			2.7.2 Day of South African and Braai, St. Petersburg in May 2014, Q1. BRICS Summit Brazil, ad hoc content distribution.	One piece of content	One piece of content.	Annual target met.	
				Three pieces of content.	Three pieces of content.	Annual target met.	
		2.8. Motivate shared BRICS values.	2.8.1 BRICS Business Council	Three pieces of content.	Two pieces of content.	Annual target not met.	Changes to the business plan.
		2.9. Demonstrate emerging market leadership on key global governance issues.	2.9.1. BRICS Summit Brazil.	One piece of content	One piece of content.	Annual target met.	

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

INDIA

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: BRAND STRATEGY DEVELOPMENT AND MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Stakeholders integrate Brand South Africa messaging and branding into communications.	1.1.1. Attendance on fortnightly calls (one with agency and one with client).	Two calls per month.	Two calls per month.	Annual target met.	
			1.1.2. Briefing to industry bodies; Briefing to think-tanks; CEOs; Academia; Management consultants.	Two meetings with industry association.	Eight briefings with stakeholders; including industry bodies, think-tanks, Corporate CEOs, Academia and Management consultants.	Annual target met.	
		1.2. Stakeholders assist with reputation management.	1.2.1 The appointed agency (H+K) to secure commitment to provide endorsement from stakeholders to be used in the media.	No baseline.	Two endorsements.	Annual target met.	
		1.3. Quarterly Embassy engagement.	1.3.1 Agency Embassy engagement.	Two meetings.	Four meetings.	Annual target met.	
		1.4. Participation in ITIs and inbound visits	1.4.1 Support ITIs in two cities.	Two industry events.	Two industry round tables, ten media interviews (Annual target - quarter TBC).	Annual target met.	
				Six media interviews + four pieces of content.	4 pieces of content (Annual target - quarter TBC).	Annual target met.	
1.4.2 Provide media support for one Inbound visit.	Two pieces of content.	Two pieces of content.	Annual target met.				

OUTCOME 2: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT/ STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIP

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Positive disposition about South Africa amongst target international audiences.	2.1. Inspiring, credible and constructive content and third party endorsements distributed across multiple platforms.	2.1.1 Adhoc distribution of country created content by HUB thought leader/ interviews / press releases.	Four pieces of content.	Four pieces of content.	Annual target met.	
		2.2. South Africa positioned as preferred destination for trade, tourism and investment.	2.2.1 Quarterly business interviews on South Africa.	Three interviews.	Four interviews.	Annual target met.	
			2.2.2 Commentary on topical issues leading to an industry story on South Africa as a preferred destination for trade and Investment.	Not applicable.	Four pieces of content.	Annual target met.	
		2.3. Promotion of dialogue between target audiences and key stakeholders including media.	2.3.1 Leverage existing Industry event to secure speaker slots for South Africa.	Not applicable.	Secure one speaking slot.	Annual target met.	
		2.4. Deepened understanding of South Africa's value proposition, including the NDP and achievement of first 20 years.	2.4.1 Media support for celebrating Freedom Day / 20 years of democracy event in Mumbai and Delhi.	Two photo-Ops, two interviews and two pieces of content.	Two photo-Ops, two interviews and two pieces of content.	Annual target met.	
			2.4.2 Media support for celebrating South African National Day in Mumbai and Delhi.		Two photo-Ops, two interviews and two pieces of content.	Annual target met.	
		2.5. Motivate shared BRICS values.	2.5.1 Content distribution around BRICSS from Hub team.	Two pieces of content.	Two pieces of content.	Annual target met.	
			2.5.2 Promoting greater understanding on shared values and culture through Nelson Mandela Day activity in Mumbai and Delhi.	Two photo-Ops, two interviews and two pieces of content.	Two photo-Ops, two interviews and two pieces of content.	Annual target met.	
		2.6. Demonstrate emerging market leadership on key global governance issues.	2.6.1 Adhoc distribution of content generated at the Hub.	Two pieces of content.	Two pieces of content.	Annual target met. 1 piece of content.	
		2.7. Articulation and contextualisation of South African policy.	2.7.1 Background media briefings.			Six meetings.	Annual target met.
2.7.2 Media Monitoring and one update to global report template to include proactive coverage and key activity per month.	Four meetings.		One monthly report.	Annual target met.			

PERFORMANCE RESULTS - OUTPUTS

For the year ended 31 March 2015

GERMANY

OUTCOME 1: BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
1.	Brand and message alignment by key stakeholders.	1.1. Stakeholders integrate Brand South Africa messaging and branding into communications.	1.1.1. Attendance on fortnightly calls (one with agency and one with client).	Two calls per month.	24 calls per annum.	Annual target met.	
		1.2. Maintaining relationship with Embassy and stakeholders (Consulate, SAT and SAA). Stakeholders assist with reputation management.	1.2.2. Embassy engagement.	Bi-annual meetings with the Embassy (two per year). Bi-Annual meetings with stakeholders (two per year).	Annual meetings with stakeholders in Frankfurt, Embassy in Berlin and Consulate in Munich, as well as one annual synergy meeting supplemented with regular calls (3 calls per quarter).	Annual target met.	
		1.3. Informed commentary and advocacy to position South Africa in the German market. Familiarity Index; Thrive Study; Media Reputation Index.	1.3.1. Develop a briefing programme for influential third party advocates and endorsers within the German market.	Quarterly stakeholder briefing.	Quarterly stakeholder briefing.	Annual target met.	
		1.4. Media Reputation Index; Anholt.	1.4.1. Annual stakeholder round table, e.g. on energy, film, to be decided in cooperation with Embassy.	One per year.	One per year. One piece of content.	Annual target met.	
		1.5. Participation in ITIs and inbound visits, Media Reputation Index.	1.5.1. Continue to raise awareness for South Africa as an important trade partner for Germany, in particular in the automotive and in the food industry.	Two pieces of content.	Two pieces of content.	Annual target met.	

OUTCOME 2: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION	
2.	Positive disposition about South Africa amongst target international audiences.	2.1. Inspiring, credible and constructive content and third party endorsements distributed across multiple platforms.	2.1.1. Update to global report template to include proactive coverage and key activity per month.	One monthly report.	One monthly report.	Annual target met.		
			2.2. South Africa positioned as preferred destination for trade, and investment. Consideration Index: Thrive Study; Media Reputation Index.	2.2.1. Interviews with key business leaders around the German South African Business Forum.	Two interviews.	Two interviews.	Annual target met.	
				2.2.2. Bi-annual business interviews showcasing the ease of doing business and opportunities in South Africa.	Two interviews.	Two interviews.	Annual target met.	
				2.2.3. Thought leadership on key trade sectors (e.g. mining, manufacturing or agriculture).	Two interviews, One piece of content.	Two interviews and one piece of content.	Annual target met.	
		2.3. Promotion of dialogue between target audiences and key stakeholders including media. Media Reputation Index; Anholt.	2.2.4. Bi-national commission in South Africa.	Not applicable.	One interview to leverage bi-national commission.	Annual target met.		
			2.3.1. Create a stakeholder networking event on women in business in Berlin with South African Embassy, SAFRI and interest groups.	One networking event.	One networking event.	Annual target met.		
					One piece of content.	Annual target met.		
			2.4. Deepened understanding of South Africa's value proposition, including NDP and achievement of first 20 years..Media Reputation Index; Anholt.	2.4.1. Media round table on the first 20 years of democracy activities of the Embassy.		One media round table and one piece of content.	Annual target met.	
		2.4.2. National Development Plan.			One piece of content on the NDP.	Annual target met.		
		2.4.3. Information on Freedom Day.		One piece of content.	One piece of content.	Annual target met.		
		2.4.4. WEF Africa: Content piece on the changes that happened in the past year in Africa and the involvement of South Africa.		One interview and one piece of content.	One piece of content.	Annual target met.		

PERFORMANCE RESULTS - OUPUTS

For the year ended 31 March 2015

OUTCOME 2: POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES

STRATEGY: REPUTATION MANAGEMENT | STRENGTHENING AND DEEPENING STAKEHOLDER AND PARTNER RELATIONSHIPS

NO.	KEY RESULT AREA	OUTCOMES/MEASURES	OUTPUTS KEY/ACTIVITIES	BASELINE 2013/14	TARGET 2014/15	RESULTS 2014/15	VARIANCE EXPLANATION
2.	Positive disposition about South Africa amongst target international audiences.	2.5. Articulation and contextualisation of South Africa's policy. Consideration Index: Thrive Study; Media Reputation Index.	2.5.2. Ongoing content distribution.	18 pieces of content.	18 pieces of content.	Annual target met.	
			2.5.3. Background media briefings / as appropriate.	Host four background briefings.	Quarterly media background briefing.	Annual target met.	
		2.6. Demonstrate South Africa's leadership in innovation, science and technology. Familiarity Index: Thrive Study; Media Reputation Index.	2.6.1. Continue to raise awareness of South Africa as a leader in innovation and technology, e.g. South African National Pavillion at Cebit (IT fair).	Two pieces of content.	One piece of content.	Annual target met.	
			2.7. Develop and leverage strategic partnerships with key stakeholders to drive Brand South Africa programmes e.g. Afrika Verein and SAFRI.	2.7.1 Membership Afrika Verein.	Not applicable.	One membership with Afrika Verein to build strategic partnership.	Annual target met.
		2.7.2. Strategic partnership with SAFRI for the creation of the Women in Business round table.	Not applicable.	One strategic partnership with Women in Business round table.	Annual target met.		

TACTICAL OPPORTUNITIES

For the year ended 31 March 2015

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PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	COURSE OF ACTION TAKEN/DECISION
20th Anniversary of South Africa's democracy	Brand South Africa /DIRCO	An opportunity to project a positive image of the country, mobilise GSA's and thought leaders in the UK, and tell engaging South African stories.	Robben Island Bible readings at South Africa House on Freedom Day. Collaborated with SAHC for the four-day event (11- 14 June) to mark the 20th anniversary of South Africa's democracy.
'20 Years of Freedom' Academic Conference at Oxford University.	Oxford University/the Presidency/Deputy President	An opportunity to make positive inputs into the Review of South Africa's first 20 years and look ahead to the next 20 years - included the involvement of GSA's.	Organised a reading of the Robben Island Bible at the opening night of the Conference followed by a Brand South Africa reception. Proposed the Deputy President and Academics as speakers to ensure strong government input.
SA Seasons – Two years of arts and culture programming between the UK and South Africa culminated in a major programme this year in Glasgow and Edinburgh.	Brand South Africa UK Office	An opportunity to showcase South Africa's excellence in performing and creative arts and enhance the South African brand during a major international event - the Commonwealth Games.	Brand South Africa initiated an advance site visit for South Africa's Team Ekxhaya in Glasgow; helped develop a Mandela Day programme; provided collateral for the Mandela Square ceremony; and organised two readings of the Robben Island Bible at the Mandela Concert and at the Mandela Exhibition. Also initiated a round table with Bongani Tembe and team to leverage a number of events and expand the SA Season in the performing arts, by partnering with theatres and supporting various charity events.
South Africa's High Commissioner's presentation of credentials to Queen Elizabeth II.	Brand South Africa UK Office	An opportunity to leverage positive media coverage and enhance the South African brand.	Organised an ENCA interview with the High Commissioner, submitted photographs to GCIS for broader distribution, and published the report and photos on the GSA newsletter.
Screening of the film 'One Humanity' at BAFTA.	Brand South Africa UK Office	An opportunity to involve GSAs in a prestige South African event and enhance the nation brand with compelling South Africa stories.	Brand South Africa leveraged the screening by also showing the Brand South Africa 20th Anniversary adverts on screens, provided collateral, contributed to invitation lists and marketed and helped to design the event.
Department of Public Enterprises (DPE) – Africa Strategy Committee	GM: Research	Provided input to the development of the DPE Africa Strategy by sharing research on reputation, and on Kenya, Ghana, Nigeria as per Brand South Africa business plan	Brand South Africa's Research Manager was involved in ASC, and collaborated with the Africa Institute on Research to advise DPE.
Play Your Part collaboration with Plastics South Africa (SA)	GM Research	Provided briefing to Plastics SA Executives on Brand South Africa and the SACF. Plastics SA to incorporate PYP logo in annual national clean-up campaign. Plastics SA to partner with Brand South Africa on youth reference group and to participate in SACF.	Brand South Africa co-ordinated with Plastics SA to implement agreed projects collaboratively. Partnered with Plastics SA in the Clean-up SA Week which took place from 15-19 September 2014.
National Department of Tourism (NDT)	NDT	Annual National 'Tour Guide of the Year' Awards.	Brand South Africa successfully participated in the adjudication process.
State Owned Entities (SOEs) Communicators Association	Stakeholder Relations	Introduced Brand South Africa, SACF and PYP.	Brand South Africa was invited to join the Association and host the next meeting to present further on Brand South Africa and explore further collaboration opportunities.

PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	COURSE OF ACTION TAKEN/DECISION
Top 10 Brand Fin companies	Strategic Marketing and Communication	Brand South Africa in collaboration with Brand Leadership acknowledges companies that have Played their Part in contributing towards economic growth.	Brand South Africa hosted a breakfast and prize give-away session for the companies.
Financial Times Africa Conference, EMEA event and InnovaBRICS	UK Brand South Africa office	An opportunity to leverage South Africa's investment brand and offering.	Arranged for the South African President and Ministers to attend the InnovaBRICS and arranged events for the visiting Finance Minister.
Year of South Africa In China	China Brand South Africa office	An opportunity for stakeholder engagement and message alignment.	Participated and supported media programmes for events hosted by diplomatic missions in China for the Year of South Africa in China. Leveraged on the events for profiling of Global South Africans in the media.
Brand Ambassador visit to Nigeria	Brand South Africa	Brand South Africa's work was profiled in various platforms, including the media. Engaged with South African companies operating in Nigeria who provided insights on doing business in Nigeria. The Brand Ambassador outlined the expected responsibility of them within the Global South Africans and Play Your Part programmes.	Programme Manager: Africa and Middle East provided support to the Brand Ambassador, including the stakeholder engagement and the media programme.
A high level engagement between the CEO of Brand South Africa and the Heads of Mission of Kenya, Nigeria, Angola and the DRC.	GM: Africa and Middle East	The CEO shared Brand South Africa's Africa programme as well as the broad issues on 'Building Africa's competitiveness through nation branding'. The Heads of Mission also raised issues of concern and committed to support the various initiatives of Brand South Africa.	GM: Africa & Middle East provided support to the CEO.
GSA Session in Ghana	GM: Africa and Middle East	The Ghana-GSA session preceded the Ghana Dialogue and registered a sizable number of GSAs in that market.	GM: Africa and Middle East led the programme.
InnovaBRICS Conference	Brand South Africa UK Office	An opportunity to leverage the Conference platform with the Ministerial presence.	Negotiated a Ministerial delegation led by the Minister in the Presidency to attend and lead the delegation to the InnovaBRICS Conference.
Sapinda Rainbow Project	Brand South Africa UK Office	An opportunity to leverage and support a prestige event.	Referred to CEO for decision.
Visit of the Minister of National Education	SAHC	An opportunity to involve stakeholders in PhD augmentation campaign.	Met with Oxford University Development office and introduced them to key players and encouraged stakeholders.
South Africa winner of Global Girl competition	Tricia Sibbons of the Trevor Huddleston Foundation	An opportunity to celebrate South African excellence.	Supported with collateral and catering at the event.
Wits Business School, MBA programme - Guest Speaker	GM: Research	Brand South Africa was invited by Wits Business School to present to MBA students on the work of Brand South Africa and to respond to a student project focusing on South Africa's economic, budget and developmental priorities.	Brand South Africa's GM: Research delivered a lecture on Tuesday 17 March 2015.
BDO South Africa (Auditing, Accounting firm) invited Brand South Africa to brief its Executives and partners on South Africa's competitiveness, the work of Brand South Africa and the Nation Brand performance.	GM: Research	BDO SA invited Brand South Africa to present on the national competitiveness of the country to inform the organisation's brand repositioning strategy. BDO is pursuing a corporate positioning linked to competitiveness.	Brand South Africa presented at three BDO SA briefings in Johannesburg, Durban and Cape Town. BDO is interested in pursuing a research/stakeholder partnership with Brand South Africa.

PROJECT/OPPORTUNITY	REFERRED BY/SOURCE	PROJECT/OPPORTUNITY DESCRIPTION	COURSE OF ACTION TAKEN/DECISION
Rotary Club, Johannesburg	GM: Research	Invited by the Rotary Club of Johannesburg to address a dinner meeting on the work of Brand South Africa, the performance of the nation brand, and particularly Brand South Africa's Africa research.	Brand South Africa's GM: Research delivered a talk at the Rotary Club of Johannesburg.
BRICS – University of Johannesburg special lectures to International Political Economy students	GM: Research	Political Science Department at the University of Johannesburg invited Brand South Africa to present a series of three lectures on the BRICS, particularly focusing on South Africa's role, positioning and strategy in relation to BRICS and emerging markets.	Brand South Africa's GM Research presented lectures, and acted as a moderator for student essays. It also provided an opportunity to share Brand South Africa's unique research with academic audiences.
City of Joburg – Investment Brochure on Redevelopment	GM: Research	The Economic Development Department of the City of Joburg approached Brand South Africa to assist with the updating and revision of its existing investment promotion brochure. The city wants to align its approach to the nation brand marketing approach and infuse content from a national perspective.	Brand South Africa's GM Research and Researcher attended several planning meetings with the Economic Development Unit; presented content and a concept approach which was accepted and played a central role in revising and updating the City's investment brochure.
Tourism Research Seminar: 2015 "Advancing tourism growth and development through research"	CEO	Tourism Research Seminar: 2015 "Advancing tourism growth and development through research".	Brand South Africa's GM Research acted as a discussant at the conference for a study on levels of satisfaction with tourism service delivery.
SA-UK Seasons	DAC and Brand South Africa	The SA-UK Seasons present South Africa, in the 21st year of democracy, as a leader in the creative arts – performing arts, music, cultural heritage, etc.	Brand South Africa participated in the programme.
The Durban Bid for the Commonwealth Games	SRSA, DAC, Brand South Africa	The bid presents an excellent and ongoing opportunity to position South Africa as a leading international sporting host.	Branding opportunity for Brand South Africa.
Gender Mainstreaming Awards	Business Engage	Brand South Africa collaborated with the Gender Mainstreaming Awards in order to support its mandate to promote gender equality in business leadership. Brand South Africa assisted with the pre-publicity and awards to take place in August 2015. This was done through media release and a Brand South Africa banner on Business Engage social media platforms.	Content and branding opportunity.
Department of Correctional Services	UN Conference	Brand South Africa provided collateral.	Branding opportunity for Brand South Africa through distribution of South Africa branded scarves.
Joburg City	Jozi Freedom Ride	On-line support to drive awareness of the campaign. This was done via profiling the story on Brand South Africa social media platforms. The Jozi Cycle Week aims to promote cycling to ease and reduce traffic congestion and carbon emissions from cars.	Brand South Africa assisted in popularising this initiative.

ACRONYMS

ACR	Africa Competitiveness Report
ACSA	Airports Company of South Africa
AG	Auditor General
AMEA	African and Middle East Africa
AME	Africa and Middle East
ANC	African National Congress
APO	African Press Organisation
APP	Annual Performance Plan
ARCO	Audit and Risk Committee
BCM	Business Continuity Management
BCP	Business Continuity Processes
BAC	Bid Adjudication Committee
Bn	Billion
BRICS	Brazil, Russia, India, China and South Africa
BUSA	Business Unity South Africa
CBI	City Brand Index
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGICTPF	Corporate Governance of Information and Communication Technology Policy Framework
CI	Corporate Identity
CIFIT	China International Fair for Investment and Trade
COO	Chief Operating Officer
CRMP	Compliance Risk Management Plans
CSI	Corporate Social Investment
DBI	Doing Business Index
DIRCO	Department of International Relations and Cooperation
DMR	Department of Mineral Resources
DOT	Department of Transport
DR	Disaster Recovery
DRC	Democratic Republic of Congo
the dti	The Department of Trade and Industry
EBLAP	Employee Brand Loyalty Awards Programme
EDB	Ease of Doing Business

ERP	Enterprise Resource Planning
EU	European Union
EVP	Employee Values Programme
EXCO	Executive Committee
FBO	Faith Based Organisation
FDI	Foreign Direct Investment
FEDUSA	Federation of Unions of South Africa
FNB	First National Bank
FOCAC	Forum on China - Africa Cooperation
FPEF	Fresh Produce Exporters' Forum
GCI	Global Competitiveness Index
GCSIS	Government Communications and Information System
GDP	Gross Domestic Product
GE	General Electric
GIBS	Gordon Institute of Business Science
GSA	Global South Africans
HCR	Homecoming Revolution
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
HOD	Head of Department
HR	Human Resources
HR/REMSECO	Human Resources and Remuneration and Social and Ethics Committee
HSRC	Human Science Research Council
IBSA	India, Brazil and South Africa
IIAG	Ibrahim Index of African Governance
IMD	Institute for Management Development
IT	Information Technology
ITI	International Trade Initiative
JSE	Johannesburg Stock Exchange
KFC	Kentucky Fried Chicken
LSM	Living Standards Measure
MARCO	Marketing Committee
MASA	Marketing Association of South Africa

MoU	Memorandum of Understanding
MTSF	Medium Term Strategic Framework
NBI	Nation Brands Index
NDP	National Development Plan
NGO	Non-governmental Organisation
NPA	National Perceptions Audit
NPC	National Planning Commission
NT	National Treasury
OD	Organisational Development
OYW	One Young World
PFMA	Public Finance Management Act
PM	Performance Management
POPI	Protection of Personal information
PWC	PriceWaterhouse Coopers
PYP	Play Your Part
SAA	South African Airways
SACF	South African Competitiveness Forum
SAFRI	Sub-Saharan Africa FAIMER Regional Institute
SAT	South African Tourism
SCM	Supply Chain Management
SIP	Strategic Infrastructure Projects
SMME	Small, Medium, Micro Enterprise
SOE	State Owned Enterprises
SONA	State of the Nation Address
TBC	To Be Confirmed
TM	Trade Mark
ToR	Terms of Reference
UAE	United Arab Emirates
UK	United Kingdom
UNDP	United Nations Development Plan
USA	United States of America
USD	United States Dollar
WEF	World Economic Forum
WITS	University of Witwatersrand

SOURCES AND DEFINITIONS

Anholt-GfK Nation Brand Index: A perceptions-based survey among 20 000 respondents across 35 countries, with 50 countries ranked in six categories: Exports, Immigration and Investment, Governance, Culture, People and Tourism.

BrandFinance® Brand Valuation: The BrandFinance® Nation Brands Index is the world's first index that ranks the value of country brands. It is calculated by applying the same methodology that is used to value intangible assets in a commercial context using the generally accepted Royalty Relief methodology. It uses a combination of data sources: Forecast GDP from the IMF, Brand Strength as per the IMD yearbook and the WEF GCI.

Media Reputation Index: A media perception measure that tracks the perceptions of 199 opinion-leading media outlets, in 37 countries.

National Perceptions Audit (futurefact): An annual tracking study, representative of the South African population (excluding rural areas with fewer than 500 residents). The research vehicle for the NPA is the 'Futurefact' survey, which has surveyed the underlying attitudes, values and beliefs of South Africans since 1998 with the goal of:

- identifying trends that are shaping South African society, and
- predicting how these trends are likely to play out in the future.

World Economic Forum's Global Competitiveness Index:

The world's most recognised competitiveness indicator, which covers perceptions among 11 000 business leaders and includes actual data. The study is holistic, covering 12 pillars, namely: Institutions, Infrastructure, Macroeconomic factors, Health and Primary education, Higher education and training, Goods market efficiency, Labour market efficiency, Financial market sophistication, and the Technological readiness market.

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