
BRAND SOUTH AFRICA

2014/15 ANNUAL REPORT

Presentation to the
PORTFOLIO COMMITTEE ON COMMUNICATIONS

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AUDITED PERFORMANCE INFORMATION

BRAND SOUTH AFRICA

ACHIEVED

82% OF ITS SET TARGETS

AS PER THE BUSINESS PLAN

PERFORMANCE RESULTS FOR THE YEAR ENDED 31 MARCH 2015

PERFORMANCE INFORMATION SUMMARY

STRATEGIC OBJECTIVES	PERFORMANCE TARGETS	TOTAL ACHIEVED	NOT ACHIEVED	CHANGES TO THE BUSINESS PLAN	TOTAL ACHIEVED (%)
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	6	5	1	0	83%
2. INCREASED PRIDE AND PATRIOTISM & ACTIVE CITIZENSHIP AMONGST SOUTH AFRICANS	6	5	1	0	83%
3. POSITIVE POSITIONING OF SOUTH AFRICA AS A BUSINESS DESTINATION	8	6	2	0	75%
4. POSITIVELY CHANGED PERCEPTIONS	3	3	0	0	100%
5. SUSTAINABLE ORGANISATION	27	22	5	0	81%

MARKETS

UNITED KINGDOM	9	9	0	0	100%
UNITED STATES OF AMERICA	11	2	9	0	18%
BRAZIL	25	24	1	1	96%
CHINA	14	11	3	0	78%
GERMANY	21	21	0	0	100%
INDIA	18	18	0	0	100%
RUSSIA	21	14	7	7	66%
AFRICA AND MIDDLE EAST	8	7	1	1	82%

HIGHLIGHTS OF THE 2014/15 YEAR

- Change in the Executive Authority, to the newly formed Ministry of Communications.
- Significant progress in fulfilling mandate, through focus on business strategy and the successful implementation of various programmes:
 - Co-ordinated the efforts of all stakeholders, to build a positive and unified image of South Africa through, ensuring brand and message alignment by key stakeholders.
 - Showcased the successes of our country's democracy to the world, through international programmes.
 - Implemented domestic programmes aimed to inspire and instill pride and patriotism amongst South Africans, and to drive active citizenship to contribute to the successful implementation of the National Development Plan.



CHICHI MAPONYA
Chairman of Brand South Africa

Promoted the NDP, celebrated 20 years of freedom and democracy, positioned the South African brand locally and internationally, built a competitive nation and drove active citizenship through domestic mobilisation campaigns.

- **Domestic focus:**

- Positive positioning of South Africa amongst target audiences.
- Brand and message alignment by stakeholders
 - 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 NDP discourse.
 - Hosted the inaugural Nation Brand Masterclass to ensure that South Africans understand intricacies involved in the marketing of a country brand with a hope that they would rally behind the brand, South Africa (brand alignment). This was done in partnership with the Marketing Association of South Africa and the Vega School of Marketing.
- Active citizenship campaign of the NDP, 20 years of democracy achievements and civic pride
 - Launched a 13-part, 48-minute television (TV) series that showcased ordinary South Africans playing their part towards positive social change in SA, which was flighted on the local SABC 2 channel and 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.
- Partnerships to drive social cohesion and ambassadorship
 - Supported the dti through marketing collateral and messaging for the various International Trade Initiatives (ITI's), in the Democratic Republic of Congo (DRC), the China Expo, the United Arab Emirates (UAE), Zimbabwe and Japan.

- **International focus:**

- Established a firm footprint in identified international markets.
- Strategically positioned the country to take advantage of the growing interests and the developing relationships between the BRICS nations, to market South Africa to these new audiences.
- Actively engaged with our Global South Africans (GSA's), investors, and governments, to increase positive perceptions of South Africa and to strengthen the nation brand's reputation.
- Positioned South Africa as a reliable and attractive investment destination at the BRICS Summit and the World Economic Forums in Abuja(Nigeria), Tianjin (China) and Davos Switzerland).
- Made Inroads in Africa and the Middle East, as well as in China.

‘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.’

- **Positive positioning of South Africa:**

- Successfully conducted field research work in Kenya, Ghana, Nigeria and Angola.
- Results from the 2014/15 National Perceptions Audit showed a promising picture:
 - South Africa is a country with a relatively young population with more than 50% aged below 34 years - 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%
 - Social cohesion index 73%.

'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%.'

NATION BRAND PERFORMANCE SUMMARY



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

RESEARCH AT BRAND SOUTH AFRICA

- Commissioned and subscribed to several research instruments, as well as conducted 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 supported the organisation by providing:
 - 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.
 - Share the findings from Brand South Africa's International Investor Perceptions research at a Seminar hosted at Wits Business School,
 - Shared the Research and Outcome Report from its 2013 inaugural South Africa Competitiveness Forum with a number of stakeholders.

NATION BRAND PERFORMANCE

RESEARCH - presents a range of indicators, as well as key findings 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.

Research publications

Research Project -
the SA Inc

Anholt GfK-Roper Nation
Brand Index (NBI)

World Economic Forum
(WEF) - Africa
Competitiveness Report
2014

Institute for Management
Development (IMD) - World
Competitiveness Report

Ibrahim Index of African
Governance (IIAG) 2014

World Bank - Ease of Doing
Business Index (DBI) 2014

Economic Freedom Index

2014 United Nations
Development Programme
(UNDP) - Human
Development Report (HDR)

Domestic Perceptions
Research

SOUTH AFRICA IN(C) RESEARCH PROJECT

- The initial fieldwork findings indicates:
 - Unique nation brand reputational strengths in areas such as: culture, music, business sophistication, infrastructure, and political management of democratic transitions.
 - South Africans are perceived as imposing, aggressive, and unwilling to listen to local advice.
 - 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.
 - 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.
 - 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 FDI on the continent, can 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.

ANHOLT GFK-ROPER NATION BRAND INDEX (NBI)

- South Africa is leading Egypt by only a slim margin.
- South Africa falls behind Chile and Peru on the overall NBISM rankings in 2014.
- 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.
- South Africa experienced some increase in scores for most indices, however its index gains are all less than average.
- South Africa has fallen in the ranks on Tourism, People, and Culture.
- 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. 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

WORLD ECONOMIC FORUM (WEF) - AFRICA COMPETITIVENESS REPORT 2014

- **NEGATIVES**

- South Africa's overall ranking dropped with three positions to 56/144.
- 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).
- The sharp drop in performance in Financial Market Development and Goods and Market Efficiency, combined with the credit rating downgrades of the country and some banks will impact on South Africa's positioning and perceptions.

- **POSITIVES**

- There are indications of positive movement in pillars where South Africa has not been doing well:
 - Health and Primary Education (135 to 132); Higher Education and Training (89 to 86); Labour Market Efficiency (116 to 113).
- South Africa makes an improvement of six positions in Infrastructure (from 66 to 60) -important in the context of the NDP and the National Infrastructure Plan roll-out - seen as proof in an area where government has prioritised interventions.
- 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

INSTITUTE FOR MANAGEMENT DEVELOPMENT (IMD) -WORLD COMPETITIVENESS REPORT

- 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

IBRAHIM INDEX OF AFRICAN GOVERNANCE (IIAG) 2014

- South Africa's overall ranking moves up from 5th to 4th this year.
- 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
 - South Africa's performance in infrastructure in both the IMD and WEF Competitiveness Reports also improved significantly this year - reflecting three independent indices show marked improvement in infrastructure performance in 2014.
- Performance in Safety and Rule of Law drops with one position to 8th this year - mostly driven by a big drop in performance in the National Security sub-indicator.
- In 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

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

- 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 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

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

ECONOMIC FREEDOM INDEX

- 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

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

- The NDP acknowledges that South Africa still has a lot of work to do with regards to improving our human development profile.
- South Africa's has made significant progress in the HDR 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 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)

DOMESTIC PERCEPTIONS RESEARCH

- 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.
- Youth are optimistic about the future of the country - 74% of the sample indicated that they would like to continue living and working in South Africa.
- South Africans are: Committed, Proud. Hopeful and aspirational
- Key challenges to be addressed are: Crime and Unemployment
- 56% of respondents indicated that citizens should focus on solutions, rather than only on the problems of the country.
- 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 top five improvements in which the country has made the most progress in the past 10 years include:
 1. Education
 2. Religious tolerance
 3. Public transport
 4. Housing
 5. Medical treatment/hospitals

OVERVIEW OF THE 2014/15 STRATEGY and BUSINESS PLAN

‘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.’

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BRAND SOUTH AFRICA VALUES



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	

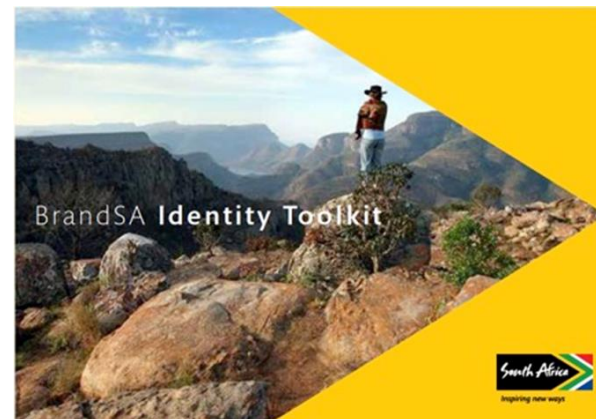
Brand South Africa Values Acronym: DID-I-CU

OVERVIEW OF BRAND SOUTH AFRICA'S MANDATE

To contribute to the NDP OBJECTIVES on...	1. Economic growth and employment	2. Position South Africa in the region and the world	3. Nation building and social cohesion
By effectively and efficiently discharging our MANDATE to...	1. Act as South Africa's brand marketing agency.	2. Create and disseminate messages that effectively tell the South African story and positively promote the country.	
	3. Assist government and private sector entities in aligning their communications strategies and orchestrating their efforts.	4. Ensure that key projects, events and news get appropriate coverage.	
And realise the following IMPACT....	Increased positive brand awareness.	Positive perceptions of South Africa at home, in the region and the world. Increased social cohesion	
VISION	To be the authority on national identity and brand reputation building for the benefit of South Africa and the continent.		

BRAND STRATEGY DEVELOPMENT

- **Brand Management-Seeding the positioning ‘Inspiring new ways’**
 - **Integrated ‘20 Years of Democracy’ campaign, designed to instill pride and patriotism, which included:**
 - a radio advert that was flighted on three major SABC radio stations, viz. Radio Metro, 5FM and Radio 2000 during Heritage month.
 - ‘20 years of Democracy’ content on all social media platforms.
 - **Continued to seed the new positioning ‘Inspiring new ways’ through:**
 - a TV advert that was flighted on key mainstream channels, including on radio and print mediums
 - domestic and regional South African Airways (SAA) in-flight entertainment screens.
 - all CNN digital platforms.
- **Brand alignment**
 - Developed a Corporate Identity Toolkit, to ensure brand alignment by all stakeholders and promoted Toolkit through training sessions.
 - Published a coffee table Brand Book that showcases all that South Africa has to offer to encourage internal and external alignment by stakeholders.



DOMESTIC MOBILISATION AND ACTIVE CITIZENSHIP



- **PLAY YOUR PART PROGRAMME**
 - Produced a 13-part TV series on SABC TV focused on nation-building themes.
 - Showcased PYP Ambassadors play their part and utilising their available resources or talents.
 - Extensive public relations and social media by leveraging off the TV series through the PYP ambassadors.
 - Supported on digital platforms that were aligned to Arrive Alive and Heritage Day/Month.
 - Hosted a series of dialogues (Sowetan Dialogues) in Gauteng, Northern Cape and the Western Cape, in partnership with the Sowetan newspaper.
 - An editorial feature in the annual 'Brands and Branding' publication used to drive awareness and showcase the Play Your Part programme.
 - A round-table discussion, held at the Gordon Institute of Business Science (GIBS).
 - Collaborated with a number of corporate partners on joint initiatives that were aligned to the objectives of Play Your Part - Kentucky Fried Chicken (KFC), First National Bank (FNB) and Plastics SA.
 - Produced a three-minute Play your Part audio visual as a scene setter at all PYP activations.
 - Hosted a 'welcome home ceremony' for Ms. Rolene Strauss, who was crowned Miss World in partnership with Lead SA, Airports Company South Africa (ACSA), and the Department of Sport and Recreation.
-

– Media Tours

- A high level media tour with editors and senior journalists from Business Day, City Press and Sunday Independent.
- 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.
- Conducted a media tour with a West African journalist
- 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.
- Media from Ghana, Nigeria, Kenya, the UK and China were also hosted during a week-long visit to South Africa, as well as a delegation of journalism and business students from Rutgers University in the United States of America (USA).

– Thought Leadership

- Developed and placed thought leadership pieces published in various print publications, circulated to the international markets and placed on Brand South Africa's online platforms

– Media Reputation Management

- Media reputation of South Africa is monitored on a monthly basis, - analysis provide insights into the content, messaging and media relations - it 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
- An increasing challenge is the impact of the global economy on South Africa's consistently strong banking and financial sector and stories involving crime.

- **Digital and Social Media**

- Online platforms continue to deliver increased traffic.
- A year-on-year upward trend in both the total unique users, as well as viewing sessions for all Brand South Africa entities.

- WWW.SOUTHAFRICA.INFO

- One million page views during the month of May 2014, which was a new traffic record - 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

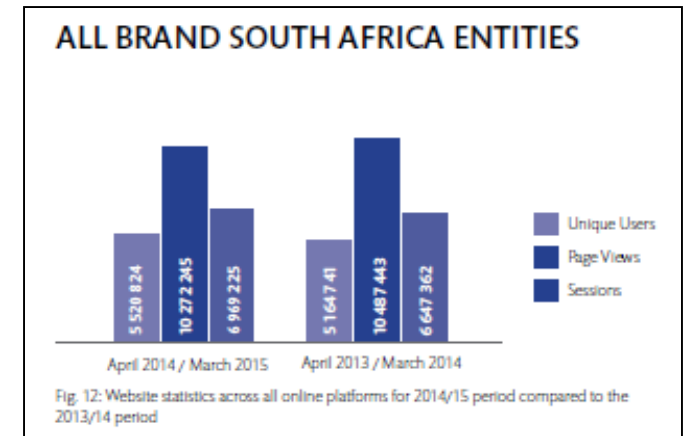
- Users: 32% increase
- Page Views: 12% increase

- WWW.PLAYYOURPART.CO.ZA

- 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



	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		

STAKEHOLDER MANAGEMENT

- **Government Programme partnerships included:**
 - Department of Transport for the Easter and December period ‘Arrive Alive’ campaigns.
 - The Department of Trade and Industry (the dti), to co-hosted a BRICS dialogue session, support the International Trade Initiatives and host the 4th Business Report Dialogue
 - The National Planning Commission for a community outreach workshop, in Port Elizabeth.
 - The Department of Health, to craft the country’s messaging framework on the Ebola epidemic.
 - Leveraged on the Mining Indaba to host an ancillary investor workshop.
 - Partnership with National Treasury (NT) to plan and execute a WEF Davos stakeholder and media programme.
 - The North West Provincial Government to present PYP to government officials and entrepreneurs.
 - Department of Basic Education to build awareness of the Play Your Part programme amongst school learners.



Mining Indaba 2015



Attendees at Mining Indaba 2015

- **Civil Society programme**

- Faith Based Organisations (FBO's) in the Eastern Cape and Gauteng focused on the role of FBOs in the implementation of the NDP.
- Inter-faith Dialogue in Port Elizabeth with the National Planning Commission, focused on initiatives and activities currently being implemented by FBOs and their contribution towards the NDP.
- Nelson Mandela Foundation for a school clean-up in Bekkersdal for Mandela Day and the hosting of the 12th Annual Nelson Mandela lecture.
- Sowetan Dialogues during Youth month and in Heritage month an Ubuntu Session Dialogue, with Kaya FM.
- PrimeStars in a programme called 'Step up To a Start Up', which teaches vital lessons on entrepreneurship.
- Global Dignity Club in a community outreach event at the Umtata Christian School in the Eastern Cape, in celebration of Global Dignity Day.
- One Young World and the City of Joburg in hosting the 2014 One Young World Conference.
- Mavericks Under 35 in hosting the Youth Entrepreneurship Awards.
- A partnership with Annual Crime Stoppers International, in support of a skills development programme.



- **Business Outreach programme**

- Sanlam and the University of Mpumalanga for a PYP stakeholder engagement in Mpumalanga.
- World Economic Forum and ABSA in the hosting of a WEF Davos preparatory business briefing.
- 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.

- **International Focus**

- A successful media and stakeholder programme at the World Economic Forum (WEF) Annual meeting in Davos, Switzerland.
- 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”.

- **Global South Africans**

- Three research reference group dialogues were hosted in Australia with GSA communities which yielded significant insights.



2015 Key

In 2015, the World Economic Forum on Africa will mark 20 years of change in Africa. Over the past decade, Africa has demonstrated a remarkable economic turnaround, growing from 19th to 13th largest economy based on GDP. Regional growth is projected to remain stable above 6% in 2015, supported by rising foreign direct investment flows, particularly into the natural resources sector, increased public investment in infrastructure, and higher agriculture productivity.

With the world's fastest growth decelerating, Africa's workforce population is expected to double by 2030, and the need for quality employment will be acute. The year 2015 is seen as critical for Africa, as it marks the end of global, regional and local efforts to meet the Millennium Development Goals and to establish a growth agenda.

The "Africa Economic Outlook" debate took the annual low-level economies are reaping the benefits of globalisation, addressing the challenges of macroeconomic stability, opening local currency fluctuations and the integration of the global financial system. The event will be broadcasted on YouTube and



COUNTRY REPORTS - UNITED KINGDOM

- **Promoted South Africa's 20 years of democracy in the UK through:**
 - A Freedom Day event at South Africa House for GSAs and the Deputy President, Kgalema Motlanthe.
 - A reading of the Robben Island Bible for at Oxford University for the '20 Years of Freedom' Academic Conference.
 - The South African High Commissioner's four-day programme included a business seminar, a young professional skills round table and a winetasting event at South Africa House.
- **Ongoing Global South African's programme included:**
 - GSA newsletter to disseminate 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.
 - A Fun Day at Saracens Rugby Stadium, attended by GSA community increased GSA numbers and involvement.
- **Stakeholder and media Partnerships support to :**
 - A round table for UN Assistant Secretary-General, Phumzile Mlambo-Ngcuka, with a group of leading Global South African women.
 - The Department of Sports and Recreation's cultural programme of the Ekhaya for the Commonwealth Games in Glasgow.
 - South Africa Season at the Edinburgh Festivals - South Africa's exposure across five of Edinburgh's 12 Festivals represented the broadest exposure and was the culmination of a three-year partnership build-up.
 - A high-level business breakfast and round table with 40 investors, included keynote addresses and inputs from leading South Africans.
 - The Ifa Lethu Foundation Gala Investment Event attended by 170 dignitaries and investors.

- **Reputation building initiatives included:**

- InnovaBRICS - co-ordinated the participation of the South African High Commission and the Ministerial delegation to profile the South African economy, the NDP and issues relevant to investors.
- A series of meetings with Baroness Scotland and British Prime Minister David Cameron's special envoy for trade and investment with South Africa, to raise awareness and get investor buy-in for Operation Phakisa and the National Development Plan.



UK Chamber Business Awards

- **Stakeholder engagements:**

- Investor dialogues to communicate the economic opportunities in South Africa and the NDP.
- A business round table with the Royal Africa Society, Chatham House, business representatives from the South African Chamber of Commerce in the UK, and Deloitte, to discuss trade and investment opportunities with South Africa.
- Used the South African Tourism engagement with UK Tour Operators to highlight role as the custodian of the country branding, whilst working as Team South Africa with all representatives in the UK.
- Supported four South Africa tasting nights with a South African Chef and dinner at the High Table at St. Anthony's College Oxford, to encourage an increase in the scholarships offered to South Africa.

UNITED STATES OF AMERICA (USA)

- **Hosted several receptions, briefings, dinners, luncheons and roundtables:**
 - ‘South Africa’s, 20 years of democracy’ in New York’s financial district with the Consul-General.
 - For KPMG accountants and corporate clients, to highlight the reasons why South Africa is an attractive investment destination.
 - For 80 Meridian House, Rising Leaders (business executives, media, administration officials and congressional staff) to focus on South Africa’s competitiveness and achievements over the past 20 years.
 - With the Ambassador Rasool and other stakeholders to develop messaging around the Ebola epidemic, and drafted talking points for Team South Africa.
 - 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.
 - In Charlotte, North Carolina, contextualised South Africa’s plans for energy security and other South African investment opportunities.
 - In honour of the President of South Africa at the National Press Club during the US-Africa Leaders’ Summit in Washington.
 - the Inaugural Siyabonga Business Awards Gala held in New York through a collaboration 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.

- **Reputation management included:**

- Launched an online survey of Global South Africans as part of the year-end outreach to gain a better understanding of how best to engage with the GSA network and to advance the objectives of Brand South Africa.
- Received a Vivian Award from The National Press Club for “Outstanding service to the Club”.
- Key articles were distributed to the media in the USA, focusing on:

- Using South Africa’s ‘Renewable Energy Independent Power Producers Procurement Programme’
- the National Development Plan and government’s commitment to its implementing on commencement of the 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.
- Targeting the publication Foreign Policy, to raise awareness among USA decision-makers of government’s investor-friendly and fiscally sound economic policy direction.
- Article entitled “In South Africa, a New Plan for Private Sector Growth”
- 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.



Team South Africa in the USA

CHINA

- Introduced 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.
- 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.
- 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.
- 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.
- 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.
- **GSA INVOLVEMENT:**
 - Hosted the first Play Your Part dialogue in China in celebration of Africa Day.
 - A business luncheon with South African Chef, Lerato Miza, to present the GSA programme to SA business representatives.
 - Aa heritage lecture for GSA graduates in China, which was supported by Investec - “Celebrating 20 years of Democracy: Tell Your Story that moves South Africa Forward”.
 - DAVOS (World Economic Forum in China), delivered a three-day programme under the theme, “Creating value through innovation” in Tianjin
 - 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 dti Expo**

- Delivered an impactful media programme and produced marketing collateral for the events of the dti programme, “5 exhibitions in 5 cities” (Hong Kong, Shenzhen, Chengdu, Shanghai and Beijing) which resulted in media coverage and publication advertising value equivalency exceeding US\$ 1 million.
- Piloted the Business Dialogues with Chinese investors and exhibitors and interviewed three Chinese companies with operations in South Africa, who are investigating further investment in South Africa.

- **State and Ministerial Visits Support**

- Provided marketing collateral, distributed press releases and facilitated print, radio and TV media engagements for visiting Ministers and senior government officials.
- A TV interview and print and broadcast media, to cover President Zuma’s lecture at the Tsinghua University, where he was honoured with an Honorary Professorship by the Tsinghua University.
- China Daily produced a country supplement, and 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.
- 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.
- A robust media 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.



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



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.



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

AFRICA AND MIDDLE EAST

- 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 undertaken in Senegal in partnership with the South African Embassy in Dakar.
- Stakeholder dialogues on building competitive African Nation Brands and communicating South Africa's competitiveness as a trade and investment destination.
- 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.
- In the UAE, Brand South Africa hosted a session with Global South Africans (GSAs) and Emirati stakeholders.
- Two media partnerships were signed with the African Press Organisation (APO) and CPI Media in the UAE.
- WEF Africa programme - developed messaging for Team South Africa, hosted a pre-WEF Africa Team South Africa briefing; a robust WEF Africa media programme and a WEF-Africa Dialogue.
- 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.
- Facilitated a media and stakeholder engagement during the dti Investment and Trade Initiative (ITI) in the DRC.



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



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

OTHER MARKETS

- BRAZIL

- Generated media interest on 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 through interviews.
- 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.



BRICs Summit, September 2014, at Fortaleza, Brazil

- INDIA

- 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.
- Media coverage was 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.



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

- **GERMANY**

- Worked with the South African Embassy in hosting a celebratory event to mark the 20 years of democracy, as well as positively positioning the country's 2014 National Elections within the German media.
- Leveraged 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.
- Distributed 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.

- **RUSSIA**

- Secured an exclusive interview with the World Economic Journal for South Africa's Ambassador to Russia, Mr. Mandisi Mphalwa, 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.
- The South African Trade and Investment Mission's visit to Russia and the Russia-South Africa Business Forum, which took place in Yekaterinburg.



WorldFood Moscow - SA Ambassador HE Mandisi Mphalwa welcoming SA delegates



ORGANISATIONAL SUSTAINABILITY

'Brand South Africa is tasked with developing and managing the organisational capabilities both locally and globally to ensure an effective and sustainable organisation to fully deliver on its mandate and business strategy.'

ORGANISATIONAL SUSTAINABILITY

Human Resources

- Implemented the organisational development process, following the approval of the new organisational structure by the Board, which increased the number of positions from 43 to 57.
- Conducted a salary party exercise.
- Conducted an employee team-building exercise to consolidate the culture and values programme.
- Hosted the annual Employee Brand Loyalty Awards Programme (EBLAP).
- Awarded bursaries to 8 employees to promote further education.
- Successfully migrated all the performance contracts to the electronic platform, Smart HR.
- Employees participated in:
 - Heritage Day celebrations; the 702 Walk the Talk; a Mandela Day clean-up campaign at a school in Bekkersdal; and hosted a ‘Take a Girl Child to Work’ programme

BRAND SOUTH AFRICA ALIGNS ITS VALUES WITH THE NATION BRAND VALUES.

ORGANISATIONAL VALUES

Determination
Integrity
Diversity
Innovation
Cooperation
Ubuntu

NATION BRAND VALUES

Ubuntu
Diversity
Possibility
Sustainability
Innovation/Creativity



Brand South Africa Employee team building session to consolidate values and culture



Brand South Africa Employee Brand Loyalty Awards Programme



ORGANISATIONAL SUSTAINABILITY

- **Information Technology**

- Commenced the implementation of a Disaster Recovery (DR) site in support of the company's Business Continuity Management strategy.
- Ensured that all IT systems are backed up and DR site ensures that not only the Recovery Point Objectives are met, but also Recovery Time Objectives are significantly improved.
- Successfully completed the IT server and storage virtualisation project by creating virtual servers which are easily managed and accessible - resulted in cost savings of future software licensing, as well as improved IT performance and data recovery.
- Concluded the Business Requirements Study for an appropriate Enterprise Resource Plan (ERP) system.

- **Legal**

- The successful registration of the pay-off line, 'Inspiring New Ways', in 41 (68%) countries.
- Conducted an audit of all contractual agreements to ensure adherence to National Treasury regulations, preferential procurement prescripts and other relevant legislative requirements.
- Compiled 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.

- **Financial management**

- Successful procurement of goods and services, as well as appointment of service providers to support the organisation, in line with transparent and accountable supply chain procurement practices.
- Focused on training and development of the internal finance team to deliver on its key performance areas.
- Completed a rigorous risk management process, which produced operational risk registers per division, an overall organisational risk register, as well as a Risk Management strategy for the organisation as a whole.
- 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.
- Most of the findings in the audit clearance plan were addressed and progress was shared with the Minister.



**ANNUAL FINANCIAL
STATEMENTS 2014/15**

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		(9,131,721)	(5,441,539)
Accumulated deficit		(9,131,721)	(5,441,539)

STATEMENT OF FINANCIAL PERFORMANCE

for the year ended 31 March 2015

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)

CASH FLOW STATEMENT

for the year ended 31 March 2015

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)

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 SUMMARY

*‘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 - IMPACT - For the year ended 31 March 2015

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	37/50		
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% (Q2 Stats SA)
Decreased Unemployment Rate	23.9%	24.9%	25.2%	Q2: 24.9%	24.9%	24.1% (Q4 Stats SA)	25.5% (Q2 Stats SA)
Improved Environment of Doing Business	32 (/178)	34 (/183)	36 (/183)	35 (/183)	39 (/185)	41 (185)	43 (185) (World Bank)
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

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	<ul style="list-style-type: none"> 1.1 Integrated training of key stakeholders. 	<ul style="list-style-type: none"> 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. Stakeholder training in three provinces. CI toolkit that works offline and online (templates, content, visuals and PYP). Hosted two Nation Brand Masterclasses. Secured one endorsement partner. Endorsed Nation Brand MASA Module. Development of concepts, design, and messaging for domestic and international programmes, including: ITI's, State Visits, Youth Month, Stakeholder Programmes, BRICS and WEF. 	Annual target met.
	<ul style="list-style-type: none"> 1.2 Analysis and reporting on adherence to CI and key messaging. 	<ul style="list-style-type: none"> CI and messaging tracking tool. 	Closed tender issued at the end Q4. Supply chain management process was completed. However, no appropriate service provider was identified.
	<ul style="list-style-type: none"> 1.3 Brand alignment and compliance. 	<ul style="list-style-type: none"> Development of concepts, design, and messaging for domestic and international programmes. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
2. INCREASED PRIDE AND PATRIOTISM AND ACTIVE CITIZENSHIP AMONGST SOUTH AFRICANS	2.1 Increased pride and patriotism amongst South Africans (Domestic and Global South Africans (GSA)).	<ul style="list-style-type: none"> • 38% Awareness of the Play Your Part (PYP). • 10% increase of PYP online and 30% social media community. • 71% Active citizenship levels (NPA). • 85% Pride levels (tracker). 	Changed service provider. Thus methodology changed and comparison cannot be done.
		<ul style="list-style-type: none"> • Increased PYP ambassador participation from 35 to 48 and leverage messaging in the Brand South Africa platforms. • Strategic media and retail partnerships that offer multi-channel communication platforms, impact, influence and reach (Pick n Pay, Shoprite, MTN and FNB). • Increased in awareness levels of country's pay off line to 25% (domestic) and 46% (international). • 10% increase in registration and deepened engagement of GSA online platforms. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
3a. POSITIVE POSITIONING OF SOUTH AFRICA AS A BUSINESS DESTINATION AMONGST DOMESTIC TARGET AUDIENCES	3.1 Brand insights and knowledge management (domestic and international).	<ul style="list-style-type: none"> • Host two Reference Groups. • Three city SACF #2 roadshow. • Host SACF#2. 	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.
	3.2 Increased awareness levels of South Africa's competitiveness and profile Brand South Africa as a credible agency on issues of reputation and global competitiveness.	<ul style="list-style-type: none"> • WEF Competitiveness. • World Travel and Tourism Index. • Mo Ibrahim. • Transparency International. • Ease of Doing Business. • UNDP Human Development Report. • One NBI Report analysis and participation. • One NBI internal presentation. • One NPA report analysis. • Three quarterly field studies. • Increase awareness of competitiveness beyond SACF. • Quarterly stakeholder newsletter (online) on Brand South Africa programmes. 	Annual target met.
	3.3 Structured Strategic engagements with stakeholders and media.	<ul style="list-style-type: none"> • Implement two integrated strategic programmes with key stakeholders. 	Implemented only one of the two strategic programmes with key stakeholders.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
3b. POSITIVE POSITIONING OF SOUTH AFRICA AS A BUSINESS DESTINATION AMONGST INTERNATIONAL TARGET AUDIENCES	3.4 Increased awareness of South Africa’s global competitiveness and profiling of South Africa as a business and investment destination of choice.	<ul style="list-style-type: none"> • Leverage off strategic international platforms. • Identify and secure relevant international media partnerships for reach and impact of media content to reinforce positioning. • Profiling inspiring South African stories on all Brand South Africa communication platforms (Digital, GSA and Public Relations). 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
4. SUSTAINABLE ORGANISATION	4.1 (a) Value addition.	Achieved Value add of R12 million as measured by Advertising Value Equivalency (AVE).	Annual Target met.
	(b) Joint Funding.	Funds raised as a total % of marketing budget.	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.	<ul style="list-style-type: none"> • Unqualified audit report. • Two CSI projects supported. • Supply Chain Management reports submitted within set deadlines. • Quarterly reports submitted within set deadlines. • Board and Committee meetings held quarterly. • Quarterly risk management workshop. • Execute quarterly internal audit plans 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

KEY RESULT AREA	OUTCOMES/MEASURES	TARGET	INDICATOR
4. SUSTAINABLE ORGANISATION	4.3 High Performance Organisation.	<ul style="list-style-type: none"> Integrated Enterprise Resource Planning (IERP) system. 	<p>Annual Target not met. Business requirement process by PWC to determine the suitable IERP is underway.</p> <p>IERP system to be implemented in Q1 of 2015/16.</p>
		<ul style="list-style-type: none"> Comprehensive psychometric tool to assess organisation's culture (DNA). The tool to be used for recruit uptake 	<p>Terms of reference developed.</p> <p>The tool to be implemented in Q1 of 2015/16.</p>
		<ul style="list-style-type: none"> Organisation values firmly embedded in its programmes. 	<p>Annual target met.</p>
		<ul style="list-style-type: none"> Successful talent management programme implemented. 	<p>Talent Management programme was put on hold due to Organisational Design process that was implemented in 2014.</p>
	4.4 Planning	<ul style="list-style-type: none"> Compliance to PFMA. Compliance to National Treasury guideline and MOU. 	<p>Annual target met.</p>
4.5 Legal compliance	<ul style="list-style-type: none"> Register all trademarks timeously and maintain registration. Ensure all contracts are legally binding and sound. 	<p>Annual target met.</p>	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

**AFRICA & MIDDLE EAST (ANGOLA, DRC, GHANA, KENYA, NIGERIA, SENEGAL & UAE)
POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES**

KEY RESULT AREA	COUNTRY	TARGET	INDICATOR
3. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST INTERNATIONAL TARGET AUDIENCES	AFRICA & MIDDLE EAST AFRICA	<ul style="list-style-type: none"> Two integrated multiplatform media partnership to cover relevant countries. 	Annual target met.
	ANGOLA	<ul style="list-style-type: none"> Media and stakeholder engagement in order to increase awareness of South Africa's global competitiveness. 	Annual target met.
	DRC	<ul style="list-style-type: none"> Media and stakeholder engagement in order to increase awareness of South Africa's global competitiveness. 	Annual target met.
	GHANA	<ul style="list-style-type: none"> Business, media and stakeholder engagement in order to increase awareness of South Africa's global competitiveness. 	Annual target met.
	KENYA	<ul style="list-style-type: none"> Developed and leveraged strategic partnerships with local market partners and South African business in market. 	Annual target met.
	NIGERIA	<ul style="list-style-type: none"> Leverage off WEF Africa programme for Team South Africa and participate at WEF Global Outlook Agenda meeting in order to increase awareness of South Africa's global competitiveness. 	Target was removed from the Business Plan and change noted in quarterly report.
	SENEGAL	<ul style="list-style-type: none"> Identify and develop key relationships with local media and South African business in market in order to increase awareness of South Africa's global competitiveness. 	Annual target met.
	UAE	<ul style="list-style-type: none"> Develop and leverage off strategic partnerships with local market partners and South African business in market in order to increase awareness of South Africa's global competitiveness. Support key ITI's. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

CHINA

KEY RESULT AREA	OUTCOMES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT WITH KEY STAKEHOLDERS	1.1 Brand alignment compliance monitoring through a brand alignment tracker tool.	<ul style="list-style-type: none"> Four quarterly briefings. 	Annual target met.
	1.2 Collaborative relations with regional missions.	<ul style="list-style-type: none"> Active participation from South African representative in Brand South Africa programmes. One province and one partnership per quarter, per province. 	Annual target met.
2. INCREASED PRIDE AND PATRIOTISM AMONGST GLOBAL SOUTH AFRICANS (GSA)	2.1 Pride and active citizenship; Commitment levels and qualified database.	<ul style="list-style-type: none"> Consolidated GSA network database in efficient CRM system. 	Annual target met.
	2.2 Improved perceptions ratings by Global South Africans (GSA) surveys.	<ul style="list-style-type: none"> Increased online and off-line engagement with GSA's, content, registration and participation. 	Annual target met.
3. POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	3.1 Improved perception.	<ul style="list-style-type: none"> Two media FAM. Four media round tables Hosted WEF China Africa night. Develop social strategy (WeChat Weibo, YOUKU interactive website) 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.	<ul style="list-style-type: none"> 12 Media releases, two content briefings, four weekly online postings to profile SA leadership at WEF, BRICS and FOCAC. Hosted four events, business lectures and seminar during the Year of South Africa in China 	Annual target met.

PERFORMANCE RESULTS
For the year ended 31 March 2015

CHINA

KEY RESULT AREA	OUTPUT/OUTCOMES	PERFORMANCE	INDICATOR
4. SUSTAINABLE ORGANISATION	4.1 New China office.	<ul style="list-style-type: none"> Fully furnished office with trained staff. 	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 service costs.	<ul style="list-style-type: none"> Manage and have ownership of media database and relations. 	Proposals had to be revised to be current. Under Bid Adjudication Committee evaluation to appoint.
	4.3 Sponsorship value addition.	<ul style="list-style-type: none"> Source 3% additional funding for marketing budget. JV/MOU with four South African companies (SA INC) for market programmes. 	Annual target met.
	4.4 Compliance and clean audit.	<ul style="list-style-type: none"> Comply with corporate governance, Chinese laws and regulations. 	Cannot comply until Brand South Africa is registered. Board has suggested Government to Government route for registration. Only when registration has taken place can the Chinese do a back audit.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

UNITED KINGDOM (UK)

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	<p>1.1 Integrate Brand South Africa messaging into stakeholder communication.</p> <p>Assist stakeholders with alignment to Brand South Africa reputation management programme.</p>	<ul style="list-style-type: none"> Hosted four Team SA sessions to drive alignment on key messaging and CI implementation. Ten stories per quarter (40 stories). 	Annual target met.
2. INCREASED PRIDE AND PATRIOTISM AMONGST SOUTH AFRICANS (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.	<ul style="list-style-type: none"> Implemented four major activations Published 45 newsletters. Ten stories per quarter (40 stories). Leverage 24 activations. 	Annual target met.
3. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	3.1 Enhancing South Africa's image through interventions with key investors and business.	<ul style="list-style-type: none"> Hosted 15 investor round tables and one media tour. 	Annual target met.
	3.2 Influencing opinion through PRNewswire, content, social media and 3 rd party endorsements.	<ul style="list-style-type: none"> One media tour. 	Annual target met.
	3.3 Implement ongoing media relations, key stakeholder programmes and conclude key media partnerships with relevant media.	<ul style="list-style-type: none"> Secured two major partnerships. Hosted 20 media/stakeholder relations interventions. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

UNITED STATES OF AMERICA (USA)

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	1.1 Integrate Brand South Africa messaging into stakeholder communication.	<ul style="list-style-type: none"> • 12 partnerships. 	Annual target met.
	Assist stakeholders with alignment to Brand South Africa reputation management programme.	<ul style="list-style-type: none"> • 40 contributions to Embassy social media per quarter. 	Country Manager was not in the market for most of Q4.
2. INCREASED PRIDE AND PATRIOTISM AMONGST SOUTH AFRICANS (GLOBAL SOUTH AFRICANS)	2.1 Increased number of South Africans in the US enlisted and mobilised in support of Brand South Africa mission and Vision 2030.	<ul style="list-style-type: none"> • 600 GSA US sign-ups. • Produce and disseminate weekly US edition of GSA newsletter X 36 issues. • Provide branding and input into messaging for launch of GSA US-SA trade and investment promotion mechanism. • Four analysis / contextualised reports. 	Country Manager was not in the market for most of Q4.
		<ul style="list-style-type: none"> • Six engagements for stakeholders to engage with and leverage GSA community. 	Annual target met.
3. POSITIVE DISPOSITION TO SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES		<ul style="list-style-type: none"> • Host eight investor round tables. • Publish ten articles per quarter. • Secure one media partnership and 20 stakeholder interventions. • Ongoing media relations. • Host inbound thought leader/think-tank mission. 	Country Manager was not in the market for most of Q4.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

BRAZIL

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	1.1 Stakeholders integrate Brand South Africa messaging and branding into their communications.	<ul style="list-style-type: none"> Two calls per month. 	Annual target met.
	1.2 Stakeholder assist with reputation management.	<ul style="list-style-type: none"> One engagement: Media round table with Consulate. 	
	1.3 Quarterly Embassy engagement.	<ul style="list-style-type: none"> One engagement (round table). Two pieces of content (local generation). 	
	1.4 Participation in International Trade Initiatives (ITIs) and inbound visits	<ul style="list-style-type: none"> One interview with tier one business publication. One piece of content (locally generated). 	
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	2.1 Inspiring credible and constructive content and 3 rd party endorsements distributed across multiple platforms.	<ul style="list-style-type: none"> One monthly report. Two pieces of content (centrally generated). Six pieces of content. 	
	2.2 South Africa positioned as a competitive destination for inward investment.	<ul style="list-style-type: none"> One piece of content (centrally generated). One engagement (one event or large media round table). One interview with a senior <i>dti</i> spokesperson about South Africa as the investment gateway to Africa. 	
	2.3 Promotion of dialogue between target audiences and key stakeholders including media.	<ul style="list-style-type: none"> One interview with Ambassador or Consulate General. One piece of content. 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

BRAZIL

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES (continued from previous slide)	2.4 Deepened understanding of South Africa value proposition, including the NDP and achievement of first 20 years.	<ul style="list-style-type: none"> • One interview with senior Government spokesperson. • One round table. 	Annual target met.
	2.5 Articulation and contextualisation of South African policy	<ul style="list-style-type: none"> • One interview. • Four interviews. • Twelve background media briefings. 	One interview - BRICS Summit 2014 was removed from the Business Plan.
	2.6 Motivate shared BRICS values	<ul style="list-style-type: none"> • Two pieces of content. • One interview. • One interview. 	
	2.7 Demonstrate emerging market leadership on key global governance issues.	<ul style="list-style-type: none"> • One piece of content (locally produced) bylined on new economic models for growth and the role of South-South collaboration. • One piece of content (locally produced) showcasing key programmes/initiatives on science and technology. • One piece of content (locally produced) articulating key South Africa's economic policies and leadership for emerging markets. 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

RUSSIA

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	1.1 Stakeholders integrate Brand South Africa messaging and branding into their communications.	<ul style="list-style-type: none"> Two calls per month, one with agency and one with client. 	Annual target met.
	1.2 Quarterly Embassy engagement.	<ul style="list-style-type: none"> Four meetings with Embassy. 	
	1.3 Participation in International Trade Initiatives (ITIs).	<ul style="list-style-type: none"> Supporting one local engagement and three pieces of content generated by the appointed agency (PBN H&K). 	
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	2.1 Inspiring credible and constructive content and 3 rd party endorsements distributed across multiple platforms.	<ul style="list-style-type: none"> Three reports Four pieces of content and two interviews 	Changes to the Business Plan.
	2.2 South Africa positioned as a preferred destination for trade, tourism and investment.	<ul style="list-style-type: none"> Seven pieces of content Two trade engagements and two interviews 	Changes to the Business Plan.
	2.3 Promotion of dialogue between target audiences and key stakeholders including media.	<ul style="list-style-type: none"> Three engagements with journalists. Two engagements, one interview and two pieces of content. 	Changes to the Business Plan.
	2.4 Deepened understanding of South Africa's value proposition, including the NDP and achievements of first 20 years.	<ul style="list-style-type: none"> One piece of content. Three engagements and on-site support. Three pieces of content. Three press releases. 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

RUSSIA

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES (continued from previous slide)	2.5 Articulation and contextualisation of South African policy.	<ul style="list-style-type: none"> • One piece of content and one interview. • Three pieces of content 	Changes to the Business Plan.
	2.6 Motivate shared BRICS values.	<ul style="list-style-type: none"> • One press release and two pieces of content. 	Changes to the Business Plan.
	2.7 Demonstrate emerging market leadership on key global governance issues.	<ul style="list-style-type: none"> • One event, one piece of content and one press release. • One piece of content. • Three pieces of content. 	Changes to the Business Plan.
	2.8 Motivate shared BRICS values.	<ul style="list-style-type: none"> • Two pieces of content. 	
	2.9 Demonstrate emerging market leadership on key global governance issues.	<ul style="list-style-type: none"> • One piece of content. 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

INDIA

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	1.1 Stakeholder integrate Brand South Africa messaging and branding into communications.	<ul style="list-style-type: none"> • Two calls per month. • Eight briefings with stakeholders; including industry bodies, think-tanks, Corporate CEOs, Academia and Management consultants. 	Annual target met.
	1.2 Stakeholder assist with reputation management.	<ul style="list-style-type: none"> • Two endorsements from stakeholders in the media. 	
	1.3 Quarterly Embassy engagement	<ul style="list-style-type: none"> • Four meetings with the Embassy. 	
	1.4 Participation in International Trade Initiatives (ITIs) and inbound visits.	<ul style="list-style-type: none"> • Two industry round tables, ten media interviews to support ITI's. • Four pieces of content to support ITI's in two cities. • Two pieces of content to provide media support for one inbound visit. 	

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

INDIA

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	2.1 Inspiring credible and constructive content and 3 rd party endorsements distributed across multiple platforms.	<ul style="list-style-type: none"> • Four pieces of content. 	Annual target met.
	2.2 South Africa positioned as preferred destination for trade, tourism and investment.	<ul style="list-style-type: none"> • Four interviews. • Four pieces of content. 	Annual target met.
	2.3 Promotion of dialogue between target audiences and key stakeholders including media.	<ul style="list-style-type: none"> • Secured one speaker slot. 	Annual target met.
	2.4 Deepened understanding of South Africa's value proposition, including the NDP and achievement of first 20 years.	<ul style="list-style-type: none"> • Two photo-Ops. • Two interviews. • Two pieces of content. 	Annual target met.
	2.5 Motivate shared BRICS values.	<ul style="list-style-type: none"> • Two pieces of content. • Two photo-Ops. • Two interviews. • Two pieces of content. 	Annual target met.
	2.6 Demonstrate emerging market leadership on key global governance issues.	<ul style="list-style-type: none"> • Two pieces of content. 	Annual target met.
	2.7 Articulation and contextualisation of South African policy.	<ul style="list-style-type: none"> • Six meetings. • One monthly report. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

GERMANY

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
1. BRAND AND MESSAGE ALIGNMENT BY KEY STAKEHOLDERS	1.1 Stakeholder integrate Brand South Africa messaging and branding into communications.	<ul style="list-style-type: none"> • 24 calls per annum with agency and client. 	Annual target met.
	1.2 Maintaining relationship with Embassy and stakeholders Stakeholder assist with reputation management.	<ul style="list-style-type: none"> • Annual meetings with stakeholders in Frankfurt, Embassy in Berlin and Consulate in Munich, as well as one annual synergy meeting supplemented with 12 calls. 	Annual target met.
	1.3 Informed commentary and advocacy to position South Africa in the German market.	<ul style="list-style-type: none"> • Quarterly stakeholder briefing. 	Annual target met.
	1.4 Media Reputation index.	<ul style="list-style-type: none"> • Held annual stakeholder round table. • One piece of content. 	Annual target met.
	1.5 Participation in International Trade Initiatives (ITIs) and inbound visits.	<ul style="list-style-type: none"> • Two pieces of content. 	Annual target met.

**PERFORMANCE RESULTS
FOR THE YEAR ENDED 31 MARCH 2015**

GERMANY

KEY RESULT AREA	OUTCOMES/MEASURES	PERFORMANCE	INDICATOR
2. POSITIVE DISPOSITION ABOUT SOUTH AFRICA AMONGST TARGET INTERNATIONAL AUDIENCES	2.1 Inspiring credible and constructive content and 3 rd party endorsements distributed across multiple platforms.	<ul style="list-style-type: none"> • One monthly report. 	Annual target met.
	2.2 South Africa positioned as preferred destination for trade, tourism and investment.	<ul style="list-style-type: none"> • Two interviews with key business leaders around the German South African Business Forum. • Two interviews showcasing the ease of doing business and opportunities in South Africa. • Two interviews and one piece of content. • One interview to leverage bi-national commission. 	Annual target met.
	2.3 Promotion of dialogue between target audiences and key stakeholders including media.	<ul style="list-style-type: none"> • One networking event on women in business in Berlin with South African Embassy, SAFRI and interest groups. 	Annual target met.
	2.4 Deepened understanding of South Africa's value proposition, including the NDP and achievement of first 20 years.	<ul style="list-style-type: none"> • One media round table on the first 20 years of democracy activities of the Embassy. • One piece of content on the NDP. • One piece of content on Freedom Day. • One piece of content on the changes that happened in the past year in Africa and the involvement of South Africa. 	Annual target met.
	2.5 Articulation and contextualisation of South Africa's policy.	<ul style="list-style-type: none"> • 18 pieces of content. • Hosted media background briefings. 	Annual target met.
	2.6 Demonstrate South Africa's leadership in innovation, science and technology.	<ul style="list-style-type: none"> • One piece of content. 	Annual target met.
	2.7 Develop and leverage strategic partnerships with key stakeholders to drive Brand South Africa programmes.	<ul style="list-style-type: none"> • One membership with Africa Verein to build strategic partnership. • One Strategic partnership with Women in Business round table. 	Annual target met.

TACTICAL OPPORTUNITIES

For the year ended 31 March 2015

20TH ANNIVERSARY OF SOUTH AFRICA'S DEMOCRACY

- 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

- Reading of the Robben Island Bible at the opening night of the Conference, a reception and for Deputy President and Academics as speakers to ensure strong government input.

SA SEASONS IN THE UK

- Site visit for SA's Team Ekhaya in Glasgow
- Mandela Day programme- collateral for the ceremony, two readings of the Robben Island Bible at the Mandela Concert and at the Mandela Exhibition.
- Round table to leverage events and expand the SA Season in the performing arts.

SOUTH AFRICA'S HIGH COMMISSIONER'S PRESENTATION OF CREDENTIALS TO QUEEN ELIZABETH II

- ENCA interview with the High Commissioner, photographs for GCIS distribution, and published in the GSA newsletter.

SCREENING OF THE FILM 'ONE HUMANITY' AT BAFTA

- Showed the Brand South Africa 20th Anniversary adverts at the screening and supported arrangements for the event.

DEPARTMENT OF PUBLIC ENTERPRISES (DPE) - AFRICA STRATEGY COMMITTEE

- Research Manager involved in ASC, and collaborated with the Africa Institute on Research to advise DPE.

PLAY YOUR PART COLLABORATION WITH PLASTICS SA

- Partnered with Plastics SA in the Clean-up SA Week which took place from 15-19 September 2014.

NATIONAL DEPARTMENT OF TOURISM (NDT)

- Participated in the adjudication process for the Annual National 'Tour Guide of the Year' Awards.

STATE OWNED ENTITIES (SOES) COMMUNICATORS ASSOCIATION

- Joined the Association, presented on Brand South Africa and explored further collaboration opportunities.

LOOKING AHEAD

- Continue to position South Africa as an investment destination of choice.
- Strengthen and deepen our stakeholder and partner alignment and integration through the implementation of various brand and reputation management strategies.
- 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.
- Strengthen PYP programme to support the NDP, through various programmes as well as use PYP ambassadors to encourage active citizenship and to continue making a difference in the country.
- Use new Brand South Africa Corporate Identity toolkit and the Nation Brand Masterclass to progress efforts on brand alignment and country messaging with stakeholders.



THANK YOU

2014/15 ANNUAL REPORT