



BRAND SOUTH AFRICA



Inspiring new ways

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AUDIT ACTION PLAN TO ADDRESS AGSA FINDINGS

Audit Findings	Description	Action Plan Description	Start Date	Completion Date	Person Responsible			Position	Progress	Narrative
					Title	First Name	Surname			
Finance Policies	Finance policies not reviewed on an annual basis.	Finance policies have been reviewed and approved by Board of Trustees.	1-Aug-17	31-Mar-18	Mr	Kgomotso	Seripe	Finance Manager	Completed	Policies have been approved by the Board
Tender validity period	Tender awarded after the validity period elapsed.	Tender progress would be monitored as per timelines	1-Aug-17	31-Mar-18	Mr	Kgomotso	Seripe	Finance Manager	Completed	Control measures have been put in place.
Contract Management	Commencement date of the contracts prior to the signature date of the parties	Legal department would ensure all the contracts are signed with the clause of commencement date.	1-Aug-17	31-Mar-18	Mr	Bafana	Makhubo	Legal Manager	Completed	This has been corrected.
Supply chain management policy	Supply chain management policy not updated with recent legislation.	Supply chain management policy has been updated as per the applicable legislation.	1-Jan-18	31-Mar-18	Mr	Kgomotso	Seripe	Finance Manager	Completed	This has been corrected.
Supply chain management controls	Bid closing register is not signed off by the SCM Manager or relevant officials.	Bid closing register is in a process of being reviewed to ensure compliance with all the SCM regulation.	1-Aug-17	31-Mar-18	Mr	Kgomotso	Seripe	Finance Manager	Completed	This has been corrected.



About Brand South Africa

- Brand South Africa was established in 2002
- It is the official agency appointed to manage the reputation of the Nation Brand.
- It is the official custodian of the Nation Brand.
- Brand South Africa reports to the Department of Communications.
- Its primary focus is to develop and implement proactive, coordinated marketing and communications reputation management strategies for South Africa.
- Its main objective is to market South Africa to domestic and international audiences, positioning South Africa as a competitive investment destination, and inspire and instill active citizenship amongst South Africans.



Inspiring new ways



Our Vision and Mission

Vision:

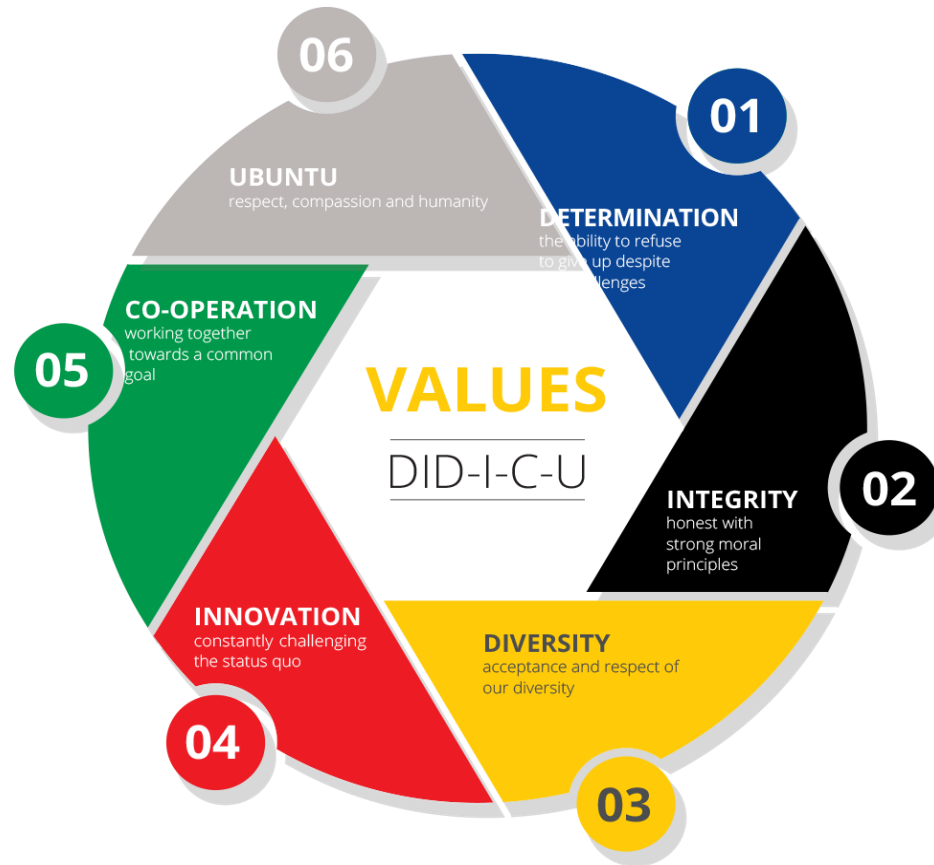
A Nation Brand that inspires its people and is admired globally.

Mission:

- **Developing and articulating** a South African Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness.
- Seeking the **involvement and cooperation of various stakeholders** in building awareness and the image of the Nation Brand domestically and internationally.
- Seeking to build individual **alignment to the Nation Brand** in South Africa, and pride and patriotism amongst South Africans.

THE BRAND SOUTH AFRICA VALUE SYSTEM

Brand South Africa subscribes to the following **VALUES**, which are in line with the *Batho-Pele* principles:





SITUATIONAL CONTEXT FOR PLANNING

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Domestic Highlights

- Credit ratings downgrade
- Economic transformation
- Challenges to Social Cohesion
- Governance and government capability
- Continued low economic growth
- Challenges in the political landscape
- 2017 South Africa's sovereign credit rating by SP& Moody

International Highlights

- Brexit
- Declaration of trade war by the Trump government
- Challenge in the US political landscape
- Rise of right wing political parties in many European countries
- Geopolitical crises and struggles in North Africa, Central African Republic, South Sudan, Somalia and Yemen
- The areas of highest GDP growth potential in Africa



KEY ASSUMPTIONS

KEY ASSUMPTIONS

- South Africa will face increasing competition for investment and tourism—and thus for media attention
- A new range of global challenges will make it increasingly difficult to define Brand South Africa’s communication targets and bring growing pressure to blur its strategic focus
- The local political temperature will rise ahead of the 2019 national election, leading to a great deal of negative “noise”
- Issues such as crime, corruption and service delivery failures will continue to blot out “good news”



KEY ISSUES THE 2018/19 APP SEEKS TO ADDRESS

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- Reputation of the democratic government
- Capacity of the state
- Potential of the Nation Brand

HOW THE KEY ISSUES WILL BE ADDRESSED

- 1) Expand the reach and focus of the Play your Part outreach initiative and rollout internationally through Brand South Africa's Country Offices.
- 2) Regularly communicate progress against the dashboard of Downgrade Recovery Plan initiatives and indicators.
- 3) Develop a reactive messaging response protocol (plan) aimed at ensuring a coherent government response to emerging crises and priority issues.
- 4) Ensure a balanced narrative of the Nation Brand is transmitted by developing and sharing positive stories - profiling South Africa's achievements and progress towards NDP Vision 2030.
- 5) Ensure Nation Brand alignment using various platforms, both domestically and internationally, to reach identified stakeholders through Brand South Africa's Nation Brand Masterclass intervention.
- 6) Strengthen stakeholder outreach and partnerships across government, the private sector and civil society.
- 7) Broaden media engagements beyond the traditional media houses - bloggers and other opinion makers, through the creative industries and better use of social media and public relations opportunities.
- 8) Develop a Brand South Africa mobile application that provides stakeholders, including Brand Ambassadors and Global South Africans with positive, up to date information on stories and issues affecting the Nation Brand.

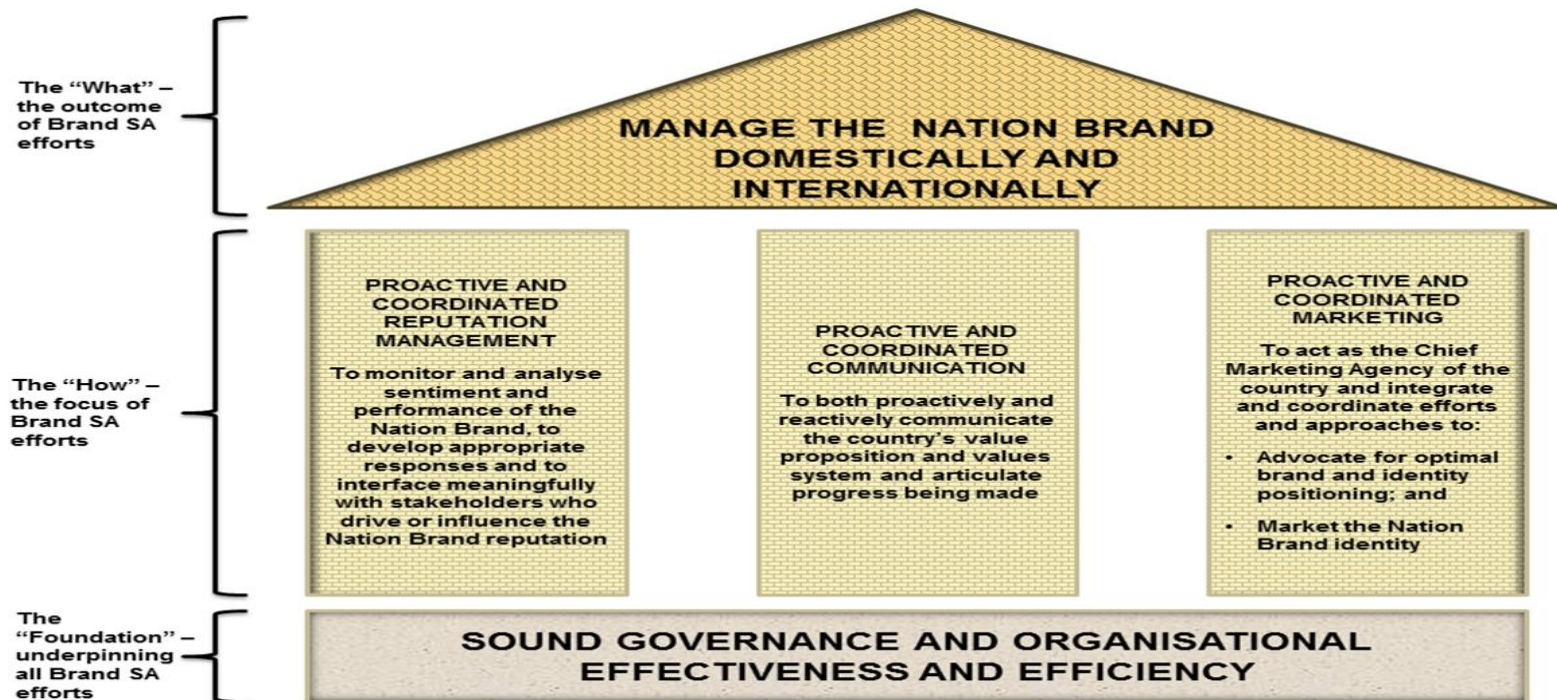
HOW THE KEY ISSUES WILL BE ADDRESSED

- 9) Strengthen Brand South Africa's use of strategic platforms to engage with the media and business on matters related to managing the Nation Brand, including WEF Africa, BRICS Summit, WEF China, South African Competitiveness Forum (SACF), Mining Indaba and WEF Davos.
- 10) Brand South Africa's international programme to be upscaled and fully aligned to the three strategic pillars of the organisation. This includes strengthening and capacitating the Country Offices, enhancing the GSA network, reaching key opinion leaders and leveraging strategic international platforms.
- 11) Ensure research results are communicated and made accessible to communities at large and particularly to opinion leaders and stakeholders with the power/influence to shape the Brand narrative.
- 12) Continue to strengthen the organisational environment by:
 - Developing and implementing Brand South Africa's Attraction, Retention and Talent Strategy;
 - By reviewing and improving internal controls, systems and processes; and
 - Enhancing financial and non-financial reporting to maintain a clean audit outcome from the AGSA.

This includes improving the Portfolio of Evidence regime for improved verification of performance against predetermined objectives.

BRAND SOUTH AFRICA STRATEGIC INTENT - “The House”

In response to the situational analysis and legislative and policy priorities, the strategic intent of Brand South Africa as it pursues its mandate to *“manage South Africa’s Nation Brand reputation in order to improve the country’s global attractiveness and competitiveness”*, is depicted as follows:





THE BRAND SOUTH AFRICA STRATEGIC GOALS

THE BRAND SOUTH AFRICA STRATEGIC GOALS

This view of the BRAND SOUTH AFRICA critical roles and focus areas then inform the four (4) strategic goals (outcomes) of BRAND SOUTH AFRICA, to direct its effort and focus to 2020, as follows:

Strategic Goal	Focus of the Goal (Informing strategic objectives)	Alignment to National Priorities
<p>2. Proactive and coordinated reputation management of the Nation Brand.</p>	<p>Mobilise stakeholders towards a common approach to the management of Nation Brand:</p> <ol style="list-style-type: none"> 1. State institutions, 2. Private sector., 3. Civil society. <p>Commission, undertake or interpret research and analysis of the reputation and performance of the Nation Brand.</p> <p>Implement interventions to reinforce the reputation of the Nation Brand, domestically and internationally.</p>	<p>In support of MTSF Outcomes:</p> <p>4: Decent employment through inclusive economic growth.</p> <p>11: Create a better South Africa, a better Africa and a better world.</p> <p>14: A diverse, socially cohesive society with a common national identity.</p>
<p>3. Proactive and coordinated communication of the Nation Brand values system and value proposition.</p>	<p>Source and package information and content, and develop messaging at 2 levels:</p> <ol style="list-style-type: none"> 1. Reactive, 2. Proactive. <p>Develop messages around the nation brand value system that will inspire South Africans to identify with the Nation Brand.</p> <p>Implement interventions to strengthen relations and liaison with media and related partners to disseminate the message.</p>	<p>In support of DOC Strategic Goal 2: Improved government communication and country branding.</p>

THE BRAND SOUTH AFRICA STRATEGIC GOALS (Continued....)

This view of the BRAND SOUTH AFRICA critical roles and focus areas then inform the four (4) strategic goals (outcomes) of BRAND SOUTH AFRICA, to direct its effort and focus to 2020, as follows:

Strategic Goal	Focus of the Goal (Informing strategic objectives)	Alignment to National Priorities
<p>4. Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity.</p>	<p>Promote and champion programmes that enhance the Nation Brand and equip South Africans to brand themselves as proud and patriotic citizens.</p> <p>Coordinate and ensure alignment of marketing approaches of and with various stakeholders.</p> <p>Understand and advocate the Nation Brand positioning.</p>	<p>In support of MTSF Outcomes:</p> <p>4: Decent employment through inclusive economic growth.</p> <p>11: Create a better South Africa, a better Africa and a better world.</p> <p>14: A diverse, socially cohesive society with a common national identity.</p>
<p>1. Sound governance, high performance and the optimal utilisation of available resources.</p>	<p>Sound governance and internal controls.</p> <p>Build a high performing organisation through the optimal utilisation of technological, financial and human capital and resources.</p>	<p>In support of MTSF Outcome:</p> <p>12: An efficient, effective and development oriented public service.</p>



STRATEGIC PROGRAMMES

DRIVING WHAT STRATEGIC PROGRAMMES?



Administration



Brand, Marketing & Reputation
Management



Stakeholder Relationships



RESEARCH

RESEARCH

Brand South Africa's research aims to develop **insight** and **analysis** into the performance of the Nation Brand from a **domestic** and **international** perspective.

To this end Brand South Africa's research tracks a wide variety of competitiveness, reputation, and related global studies and indices.

The goal is to **monitor** and **evaluate** overall country performance in a highly competitive and uncertain global economy.

Research Focus Areas (Domestic)

Domestic Perceptions Study

- The domestic perceptions study looks at issues, trends and socio-economic factors that impact on citizens Pride, Social Cohesion and Active Citizenship levels

South African Competitiveness Forum

•A key initiative to create a consultative/interactive platform where stakeholders can assist the organisation to understand competitiveness & reputational strengths and challenges that confront the nation brand, with focus areas on the following:

- Country/provincial reputation
- Country/provincial competitiveness drivers
 - Sector-specific issues
- Factors that impact positively and negatively on the above
- Recommendations & actions to rectify wrongs, and leverage off competitive and reputational strengths
- Country messaging and nation brand positioning

Research Reference Groups

- The purpose is to establish, and in the long term develop a network of experts to give input and act as peer reviewers/analysts for Brand South Africa's research activities
- Development of deeper qualitative insight into factors that impact on the South African psyche
- Understand and engage with patterns of change in the international political economic system that impacts on South Africa's international reputation, competitiveness, and policy positioning

Research Focus Areas (International)

SA In(c) Project

- Direct fieldwork in select markets to develop deeper insight into the nation brand profile, reputation and exposure to key markets

International Investor Perceptions Research

- The purpose of this research is to understand the perceptions that current and potential multinational investors have of South Africa over time
- In doing so the positive and negative reputational drivers of doing business with South Africa are identified in order to improve the country's overall reputation over time

Research Focus Areas

Tracking of indices

- Develop internal analyses on each newly released index; Update Nation Brand Performance Presentation; Feedback to stakeholders
 - World Economic Forum – Global Competitiveness Report
 - Institute for Management Development – Competitiveness Report
 - Ibrahim Index of African Governance
 - Transparency International – Corruption Perception Index
 - World Bank – Ease of Doing Business
 - Economic Freedom Indicators
 - Good country index
 - United Nations Development Programme – Human Development Index
 - Nation Brand Index
 - City Brand Index

Ad/hoc & tactical Research

- Proactive and reactive Research analyses reports as a result from issues which occur in the environment, both internationally and domestically

Stakeholder Feedback Sessions

- Feedback of research reports and analyses to key stakeholders both domestically and internationally

THE NATIONAL LEVEL IMPACT INDICATORS

The Nation Brand of South Africa is monitored, and a select set of **National Level Impact Indicators** (some articulated in the National MTSF 2014-2019) are tracked, as follows:

Note: Progress in relation to these National Indicators is beyond the control of Brand SA. Brand SA coordinates and analyses the research and reports on findings, but does not control, nor can be accountable for, the results.

INDEX	MTSF 2019 / 5 YEAR TARGET	ACTUAL PERFORMANCE (2016/17)
South Africa ranking in Global Perception / Competitiveness Index (WEF)	N/A	47 out of 138 Countries (2016)
South Africa Nation Brand value	N/A	USD 196bn (2016) (-13% from 2015 – USD 225bn)
Pride Index (MTSF: Pride in being South African)	N/A	87% (2017)
Social Cohesion Index (MTSF)	From 80.4% in 2011 to 90% in 2019	74% (2017)
Active Citizenship Index (MTSF)	From 79% in 2011 to 85% in 2019	61% (2017)
Percentage “Inspiring New Ways” index – Domestic	From 36% in 2014 to 39% by 2019	48% (2017)
Percentage “Investor Perception” index - International	From 14% in 2014 to 18% by 2019	13% (2016)



COMMUNICATIONS

COMMUNICATIONS

Proactive

- Planned activities
- Content development
- Stakeholder relations
- Media relations (domestic, international)
- Multi-Media platforms (TV, Radio, Print, Digital, Outdoor)
- Display materials (branding)
- Publications
- Audio/video production
- Advertising/Marketing, promotions, events, collaborations

Reactive

- Responding to emerging issues & events
- Responding to requests/questions from media and others



STAKEHOLDER RELATIONS

STAKEHOLDER RELATIONS

Opinion leaders

Government

- Presidency
- National government
- Local government
- Municipalities
- State owned enterprises
- Trade & tourism entities
- Politicians
- Foreign missions in SA

Business

- Business associations
- Corporates
- International chambers
- Trade & export councils
- Economists & analysts
- Tourism players
- Film makers
- Trade unions
- Proudly South African

Civil Society

- Public
- NGO's
- FBO's
- Youth formations
- Faith-based organisations
- Academia
- Gender advocacy groups
- Religious bodies
- Clubs & societies (e.g. photographers, wildlife enthusiasts, jazz lovers, designers, etc.)

Influential forums

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

STAKEHOLDER RELATIONS

Government

Ensure message alignment.
Partner to have a full understanding of the role that government plays in the perception & reputation of SA as a competitive destination for inward investment.
Partner to help promote active citizenship through own platforms

Business

- Ensure message alignment.
- Participation in Brand South Africa media programmes.
- Joint funding of relevant activities.
- Partner & drive joint domestic programmes, and relevant international programmes.

Civil Society

- Partner & drive joint domestic mobilisation programmes through relevant platforms.
- Access to digitally savvy audiences.
- Reach.



MARKETING

THE MARKETING STRATEGY

Proactive Marketing



This include programmes that seek to:

- Showcase the positioning and value proposition of the Nation Brand
- Enhance Nation Brand image and reputation.

Coordinated Marketing



The Programme include stakeholder collaboration that will advance Nation's brand's long term reputation, image and competitiveness



FINANCE

FINANCE

- BUDGET ALLOCATION PER PROGRAMME**

	2016/17	2017/18	2018/19	2019/20	2020/21
R thousand	ADJUSTED				
Programme 1: Administration	90 899.00	99 590.00	97,893.00	103 375.00	109 061.00
Programme 2: Brand Marketing and Reputation Management	72 087.00	73 510.00	84 623.00	89 362.00	94 276.00
Programme 3: Stakeholder Relationship	18 200.00	21 200.00	17 914.00	18 917.00	19 957.00
Total Expense	181 186.00	194 300.00	200 430.00	211 654.00	223 294.00

OVERVIEW OF 2018/19 AND MTEF PERFORMANCE DATA

Programme 1: Administration (Pages 32-35)

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET
Supporting Strategic Goal 1: Sound governance, high performance and the optimal utilisation of available resources			
1.1. Sound internal controls and good governance	1.1.1. Audit outcome on previous year's financial information	Annual	Unqualified audit opinion on financial information, with no other matters
	1.1.2. Audit outcome on previous year's non-financial performance information	Annual	Unqualified audit opinion on performance information, with no other matters
	1.1.3. Number of reports on monitoring and improvements in the internal control environment	Bi-annual	2x reports per annum outlining monitoring and improvements in the internal control environment
1.2. A high performing organisation through the optimal utilisation of technological, financial and human resources	1.2.1. Percentage overall organisational performance rating at AGSA annual standard of 80%	Annual	80% overall organisational performance rating
	1.2.2. Percentage variance on approved budget vs. actual expenditure	Quarterly	5% variance as per materiality framework on budget versus expenditure
	1.2.3. Percentage availability of all IT systems	Quarterly	98% availability of all IT systems

OVERVIEW OF 2018/19 AND MTEF PERFORMANCE DATA

Programme 2: Brand, Communication and Reputation Management (Pages 37-47)

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand			
2.2. Enhanced understanding of the Nation Brand performance	2.2.1. Number of analysis reports on performance of the Nation Brand produced	Quarterly	12x analysis reports on performance of the Nation Brand produced
	2.2.2. Number of SA Incorporated research analysis reports produced	Quarterly	4x SA Incorporated research analysis reports produced
	2.2.3. Number of domestic perceptions research studies concluded	Quarterly	4x quarterly domestic perceptions research conducted, including Online Survey, Focus Group.
	2.2.4. Number of international research on reputation and perceptions of Nation Brand conducted	Quarterly	1x Investor Perceptions study encompassing 16 markets conducted
	2.2.5. Number of approved Annual SA Competitiveness Forum outcome reports	Quarterly	1x approved Annual SA Competitiveness Forum outcome report
2.3. Improved Nation Brand reputation and perceptions amongst South Africans	2.3.1. Number of Play Your Part activities utilised to promote Nation Brand values, identity and constitutional awareness implemented.	Quarterly	9x PYP activities implemented
	2.3.2. Number of activations utilised to promote constitutional awareness	Quarterly	10x activations utilised to promote constitutional awareness
	2.3.3. Number of marketing platforms utilised for the constitutional awareness campaign	Quarterly	16x marketing platforms utilised for the constitutional awareness campaign

OVERVIEW OF 2018/19 AND MTEF PERFORMANCE DATA

Programme 2: Brand, Communication and Reputation Management (Pages 37-47)

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET
Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition			
3.1. Improved Nation Brand reputation and perceptions domestically and internationally	3.1.1 Content and Communication programmes that engage with issues that are strategic to the reputation of the Nation Brand developed	Quarterly	16x positive communication content pieces published
	3.1.2 Number of reports outlining positive content disseminated on digital platforms	Quarterly	4x reports per annum outlining positive content disseminated on digital platforms
	3.1.3. Number of reports on issues responded to through content and messaging	Quarterly	12x monthly reports on issues responded to through content and messaging
3.2. Positive positioning of the Nation Brand through media engagement activities	3.2.1. Number of media engagement activities to strengthen relations and liaison with media implemented	Quarterly	4x implemented media engagement activities to strengthen relations and liaison with media

OVERVIEW OF 2018/19 AND MTEF PERFORMANCE DATA

Programme 2: Brand, Communication and Reputation Management (Pages 37-47)

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET
Supporting Strategic Goal 4: Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity			
4.1. Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition	4.1.1. Number of domestic platforms utilised to enhance the Nation Brand	Quarterly	18x domestic platforms utilised to promote the Nation Brand
	4.1.2. Number of international platforms utilised to promote the Nation Brand	Quarterly	8x international platforms utilised to promote the Nation Brand
4.2. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	4.2.1. Number of institutions reached for Nation Brand alignment training	Quarterly	80x institutions reached through Nation Brand alignment training
	4.2.2. Number of new registrations on marketers portal	Quarterly	500x new registrations on marketers portal
4.3. Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad	4.3.1. Number of new PYP ambassadors registered	Quarterly	200x new PYP ambassadors registered
	4.3.2. Number of GSA activations implemented	Quarterly	17x GSA activations

OVERVIEW OF 2018/19 AND MTEF PERFORMANCE DATA

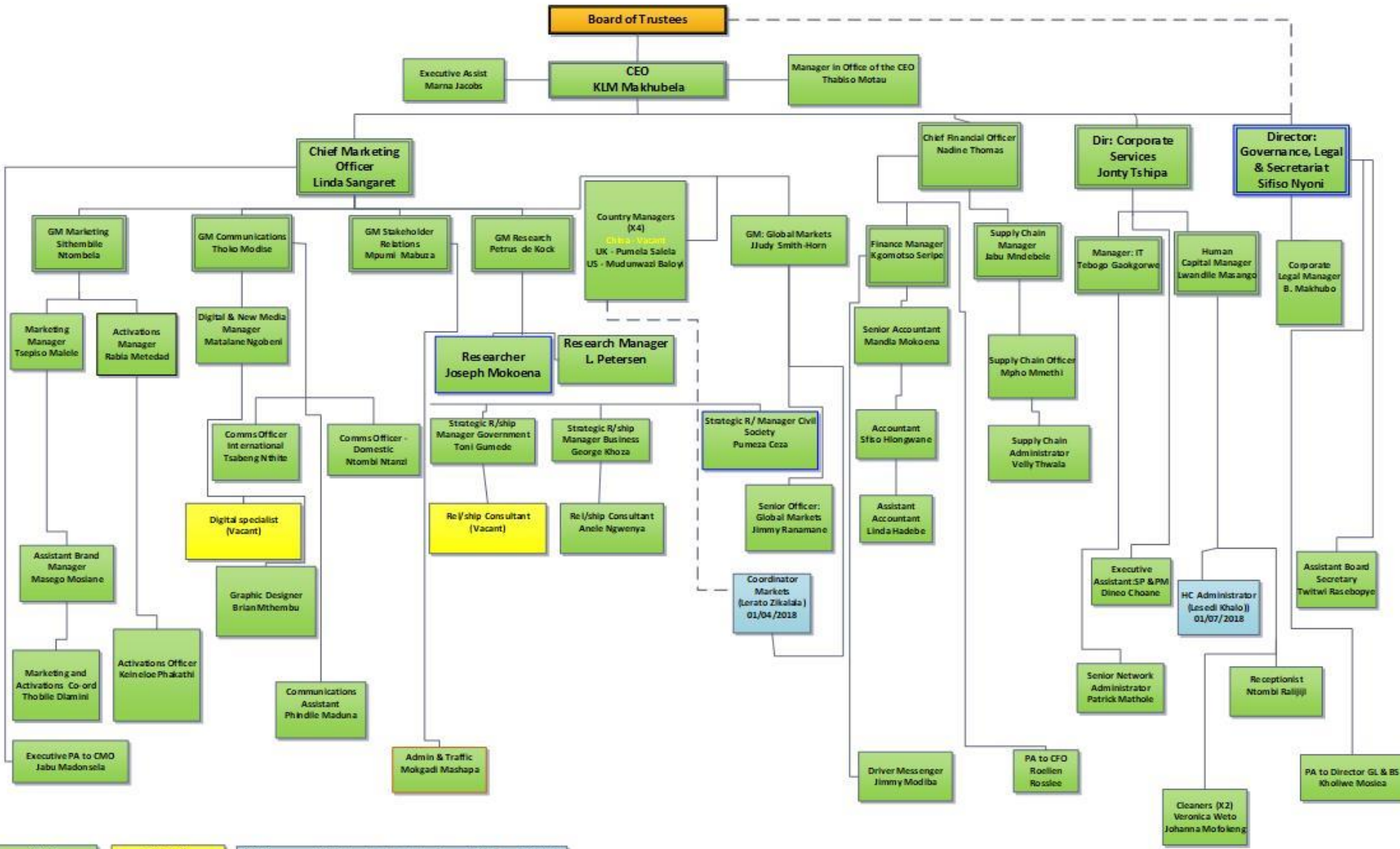
Programme 3: Stakeholder Relations (Pages 48-53)

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand			
2.1. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	2.1.1. Approved Annual Stakeholder Relations strategy implemented.	Annually	Develop and implement annual Stakeholder Relations strategy
	2.1.2. Number of coordinated activities implemented in partnership with private sector stakeholders	Quarterly	12x coordinated activities implemented in partnership with private sector stakeholders
	2.1.3. Number of coordinated activities implemented in partnership with state institution stakeholders	Quarterly	14x coordinated activities implemented in partnership with state institution stakeholders
	2.1.4. Number of coordinated activities implemented in partnership with civil society stakeholders	Quarterly	12x coordinated activities implemented in partnership with civil society stakeholders
	2.1.5. Number of in-market activities implemented with stakeholders (civil society, government and private sector)	Quarterly	48x in-market activities implemented
	2.1.6. Number of activities implemented at strategic platforms	Quarterly	7x activities implemented at strategic platforms
	2.1.7. Number of stakeholder feedback sessions on the Nation Brand performance	Quarterly	35x stakeholder feedback sessions on the Nation Brand performance



ORGANISATIONAL STRUCTURE

**Brand South Africa Organisational Structure
as at 31 March 2018**



Filled
Vacant
Offer accepted but not yet started as of 31 March 2018

GENDER PROFILE AT VARIOUS LEVELS

DEMOGRAPHIC COMPOSITION OF BRAND SOUTH AFRICA WORKFORCE AS AT 31 MARCH 2018

62% FEMALE

56% OVERALL MANAGEMENT LEVEL

- ✓ 40% of Exco
- ✓ 63% of General Management
- ✓ 58% of Management

60% OF PROFESSIONALS

68% OF GENERAL STAFF



38% MALE

44% OVERALL MANAGEMENT LEVEL

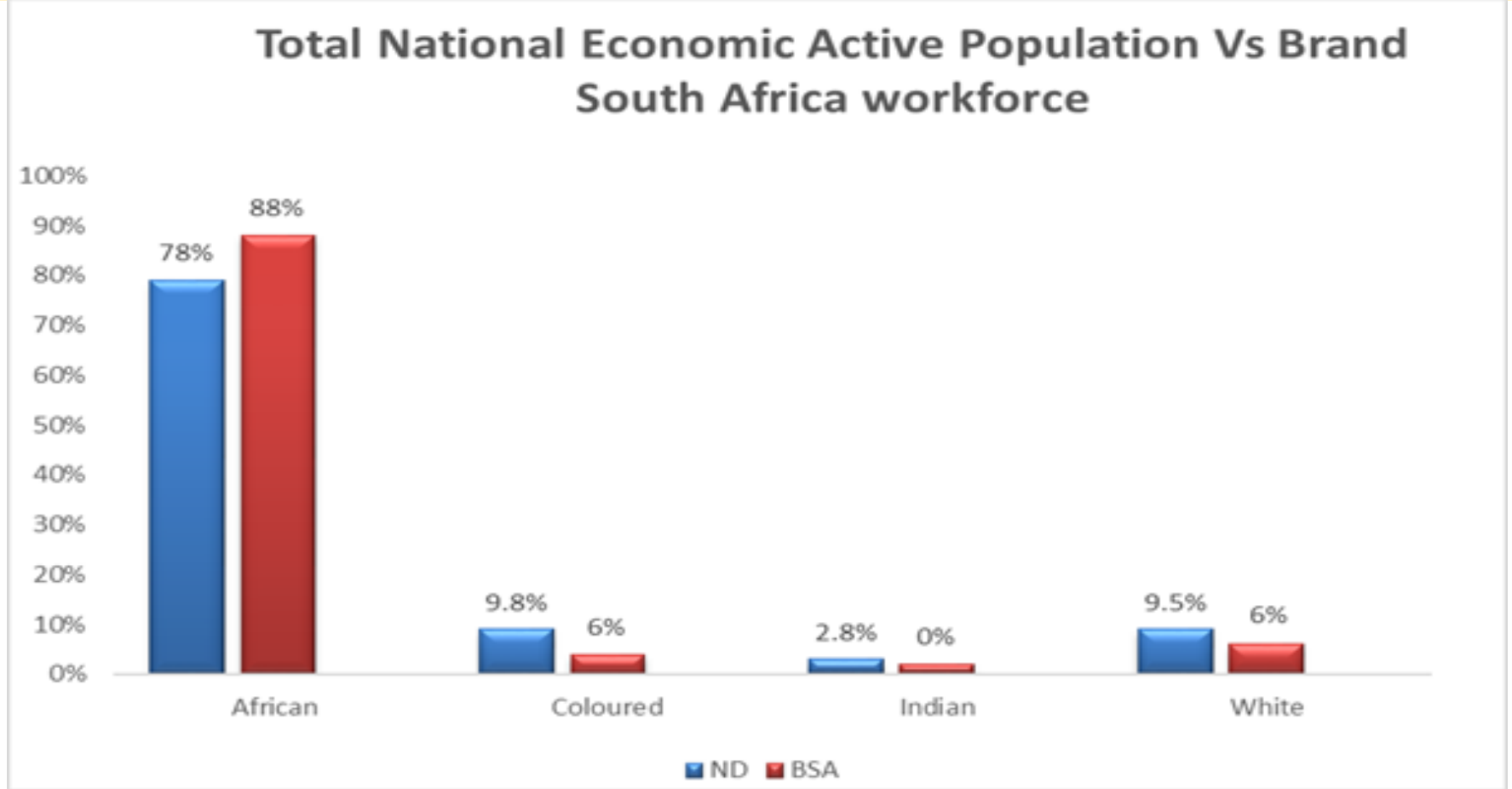
- ✓ 60% of Exco
- ✓ 38% of General Management
- ✓ 42% of Management

40% OF PROFESSIONALS

32% OF GENERAL STAFF

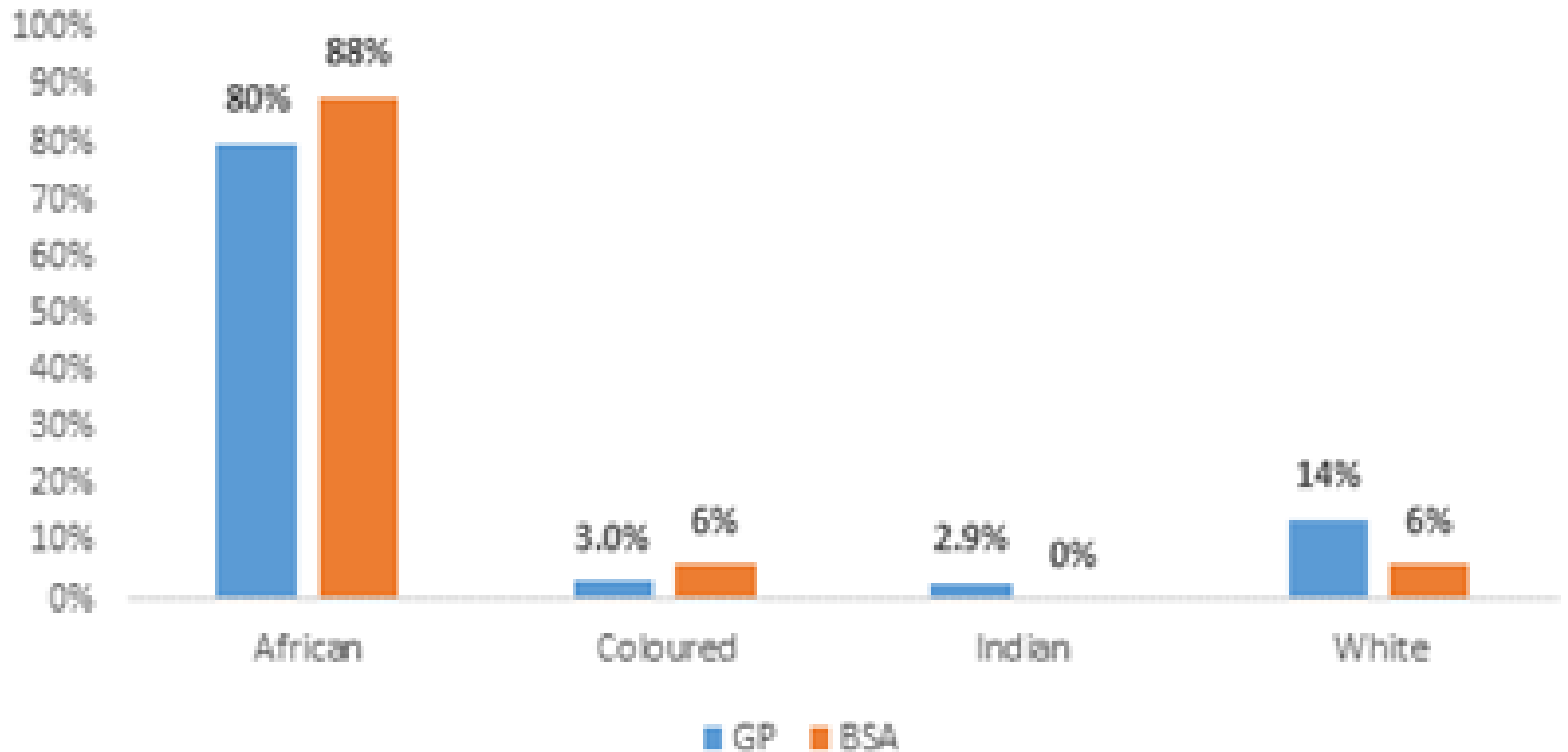
88% Workforce is Black
6% Workforce is White
6% Workforce is Coloured
0% Workforce Indian
2% Workforce living with Disability

COMPARISON TO NATIONAL DEMOGRAPHICS



COMPARISON TO THE PROVINCIAL DEMOGRAPHICS

Provincial Economic Active population (Gauteng) Vs Brand South Africa Workforce



THE 2018/19 PLANNING PROCESS

The BRAND SOUTH AFRICA strategic planning process was iterative and included a series of engagement sessions:

- 1) Board Strategic Working Session on 15 May 2017;
- 2) Staff Strategic Working Session on 1 June 2017;
- 3) First Management Strategic Working Session on 2 June 2017;
- 4) Second Management Strategic Working Sessions on 5 and 18 July 2017
- 5) Presentation of first draft Annual Performance Plan (APP) to the Board for adoption (28 July 2017);
- 6) Submission of first draft APP to DOC on 25 August 2017;
- 7) Submission of second draft APP to DOC on 23 November 2017;
- 8) Submission of final version 2018/2019 APP to DOC on 30 January 2018;
- 9) Meeting with DOC to receive inputs and feedback on Draft APP on 30 January & 14 February 2018;
 - DOC inputs and comments actioned, and final BSA inputs and adjustments made;
- 10) Submission of final version 2018/19 APP to DOC on 24 February 2018.



THANK YOU