



Inspiring new ways

## BRAND SOUTH AFRICA

**TO:** MINISTER IN THE PRESIDENCY, MR JACKSON MTHEMBU  
**FROM:** MS THULISILE MANZINI, ACTING CHIEF EXECUTIVE OFFICER  
**DATE:** 30 JUNE 2019  
**SUBJECT:** BRAND SOUTH AFRICA PRESENTATION TO THE PORTFOLIO COMMITTEE:  
2019/2020 ANNUAL PERFORMANCE PLAN

### 1. Purpose

The purpose of this memo is to respond to Minister Mthembu with respect to Brand South Africa's presentation to the Portfolio Committee regarding the 2019/2020 Annual Performance Plan.

### 2. Discussion

The email and memo from the office of the Minister in the Presidency, dated 28 June 2019, regarding the presentation to the Portfolio Committee about the 2019/2020 Annual Performance Plan refers. Please find attached the powerpoint presentation.

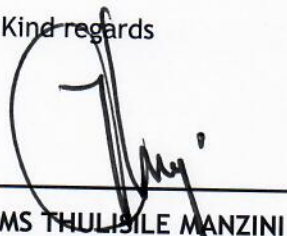
### 3. Financial Implications

None.

### 5. Recommendation

It is recommended that the Minister note the presentation to the Portfolio Committee regarding the Brand SA 2019/2020 Annual Performance Plan.

Kind regards



MS THULISILE MANZINI

ACTING CHIEF EXECUTIVE OFFICER

DATE: 2019.07.01





**BRAND SOUTH AFRICA  
PRESENTATION OF THE 2019/2020 ANNUAL  
PERFORMANCE PLAN TO THE PORTFOLIO  
COMMITTEE**

**DATE: WEDNESDAY 3 JULY 2019  
TIME: 08H00 - 13H00  
VENUE: PARLIAMENT, CAPE TOWN**

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## ABOUT BRAND SOUTH AFRICA

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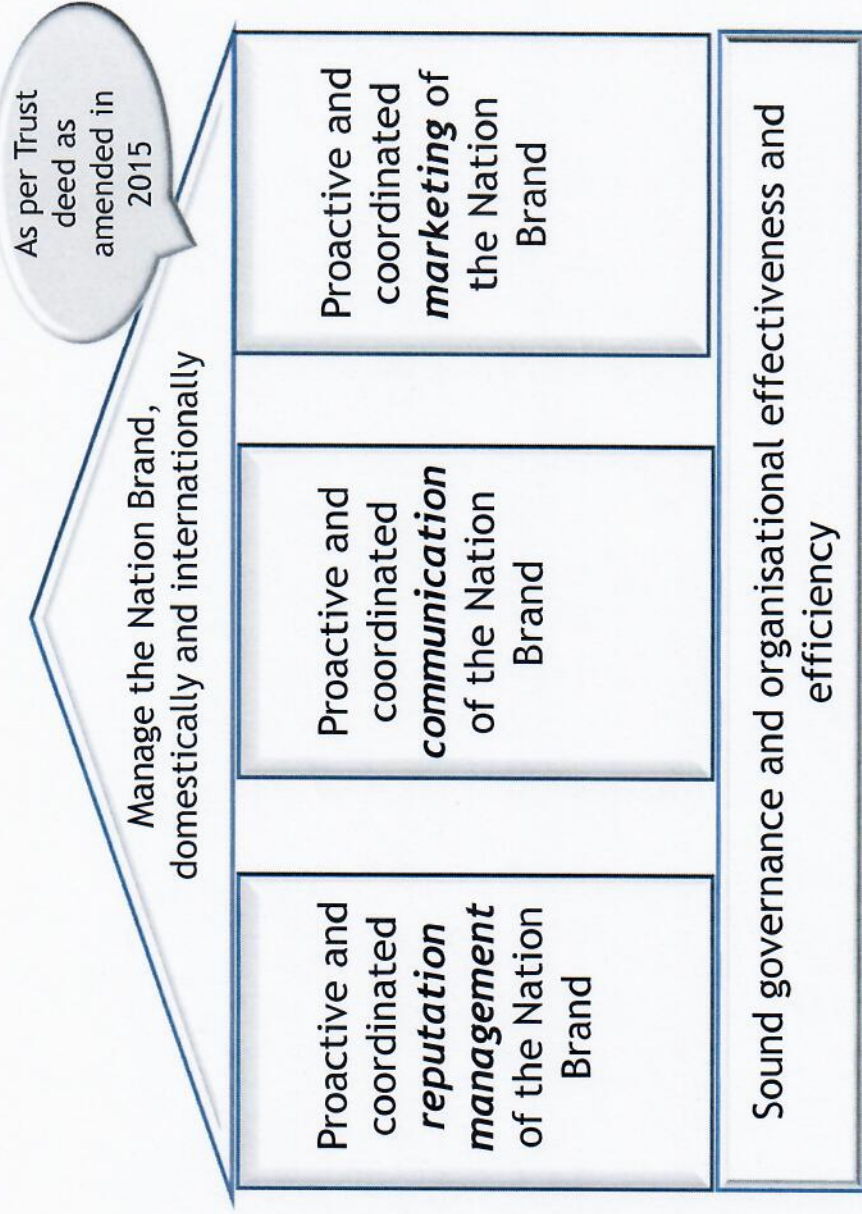
- Brand South Africa was established in 2002
- It is the official agency appointed to manage the reputation of the Nation Brand.
- It is the official custodian of the Nation Brand.
- Its primary focus is to develop and implement proactive, coordinated marketing and communications reputation management 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.

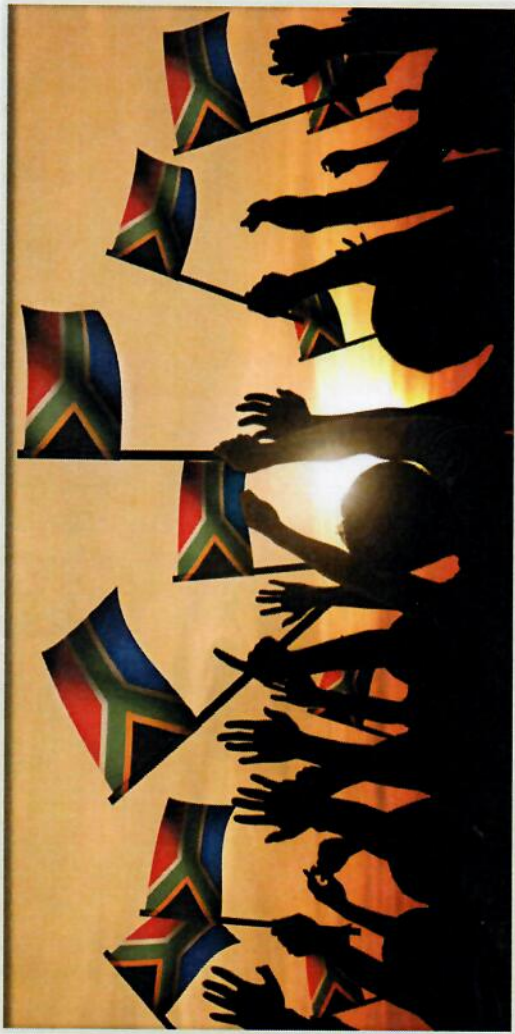




## STRATEGIC INTENT - THE HOUSE

- Brand South Africa was established with the ultimate aim to “make a contribution to economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand South Africa”.
- The mandate of Brand South Africa is “to manage South Africa’s Nation Brand reputation in order to improve the country’s global attractiveness and competitiveness”.





## BRAND SOUTH AFRICA STRATEGIC GOALS



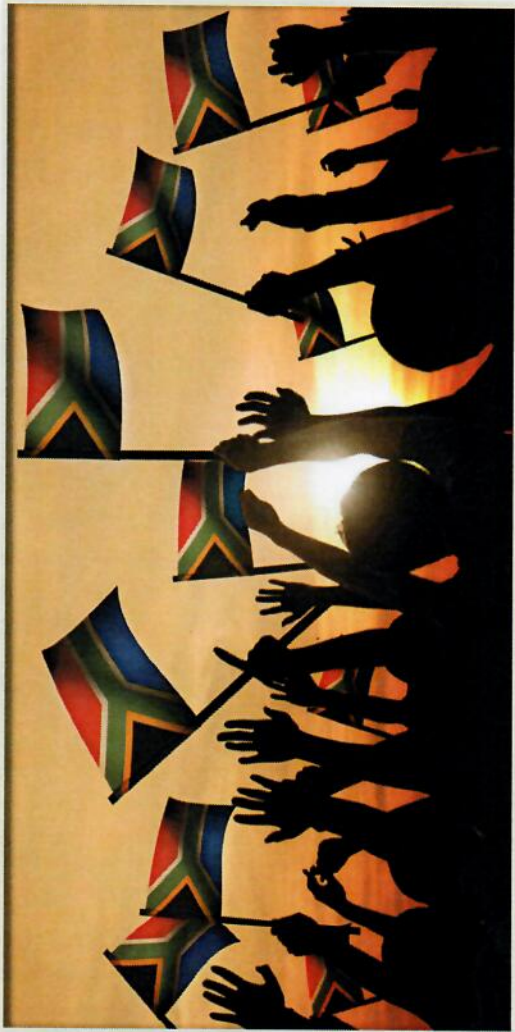
# BRAND SOUTH AFRICA STRATEGIC GOALS

STRATEGIC GOAL	FOCUS OF THE GOAL (Informing Strategic Objectives)	ALIGNMENT TO NATIONAL PRIORITIES
<p>1. Sound Governance, high performance and the optimal utilisation of available resources.</p>	<ul style="list-style-type: none"> <li>- Sound governance and Internal controls</li> <li>- Build a high performing organisation through the optimal utilisation of technological, financial, human capital and resources.</li> </ul>	<p>In support of MTSF Outcome:</p> <p>12. An efficient, effective and development orientated public service.</p>
<p>2. Proactive and coordinated reputation management of the Nation Brand.</p>	<ul style="list-style-type: none"> <li>- Mobilise stakeholders towards a common approach to the management of the Nation Brand.               <ol style="list-style-type: none"> <li>1. Private Sector;</li> <li>2. Stake Institutions;</li> <li>3. Civil Society</li> </ol> </li> <li>- Commission, undertake, or interpret research and analysis of the reputation and performance of the Nation Brand.</li> <li>- Implement interventions to reinforce the reputation of the Nation Brand, domestically and internationally.</li> </ul>	<p>In support of MTSF Outcome:</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>



# BRAND SOUTH AFRICA STRATEGIC GOALS

STRATEGIC GOAL	FOCUS OF THE GOAL (Informing Strategic Objectives)	ALIGNMENT TO NATIONAL PRIORITIES
3. Proactive and coordinated communication of the Nation Brand values system and value proposition	<ul style="list-style-type: none"> <li>- Source a package information and content and develop messaging at 2 levels:               <ol style="list-style-type: none"> <li>1. Reactive;</li> <li>2. Proactive.</li> </ol> </li> <li>- Develop messages around the Nation Brand value system that will inspire South Africans to identify with the Nation Brand.</li> <li>- Implement interventions to strengthen relations and liaison with media and related partners to disseminate the message.</li> </ul>	<p>In support of MTSF Outcome:</p> <ul style="list-style-type: none"> <li>4. Decent employment through inclusive economic growth.</li> <li>11. Create a better South Africa, a better Africa and a better world.</li> <li>14. A diverse, socially cohesive society with a common national identity.</li> </ul>
4. Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity	<ul style="list-style-type: none"> <li>- Promote and champion programmes that enhance the Nation Brand and equip South Africans to brand themselves as proud and patriotic citizens.</li> <li>- Coordinate and ensure alignment of marketing approaches of and with various stakeholders.</li> <li>- Understand and advocate the Nation Brand positioning.</li> </ul>	



## BRAND SOUTH AFRICA'S BUDGET



# BRAND SA BUDGET

PROGRAMME	2018/19	2019/2020	PERCENTAGE INCREASE	ACTUAL INCREASE / DECREASE
Brand Marketing, Communication & Reputation Management	R85,209,097	R87,780,000	+ 3%	+ R2,570,903.00
Stakeholder Relationships	R18,204,000	R17,466,000	- 4%	- R738,000.00
Administration	R97,016,903	R102,668,000	+ 6%	+ R5,651,087.00
<b>Total</b>	<b>R200,430,000</b>	<b>R207,914,000</b>	<b>+ 4%</b>	<b>+ R7,484,000.00</b>

# BRAND SOUTH AFRICA'S BUDGET

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1. The Domestic campaigns promoting active citizenship, constitutional awareness as part of outcome 14 deliverables will be intensified in 2019/2020 financial year.
2. This will be done through integrated marketing campaign selling South Africa to South Africans through entity's Play Your Part flag ship project.
3. This project has progressively gained recognition as an important outreach initiative for inspiring, empowering and celebrating active citizenry, and ultimately lifting the spirit of the nation.
4. As a result, expenditure in the brand marketing programme is expected to increase in activation costs and marketing activities such as media campaigns.
5. The entity aims to have much more reach on Play Your Part movement by expanding the rollout to the international and strategic platforms through the entity's offices based outside the country ie. USA and UK.
6. The entity also aims to strengthen the use of strategic platforms to engage with the media and business influencers on matters that have a negative impact on the South African brand and investment drive.





## PRIORITIES FOR 2019/2020

## PRIORITIES FOR 2019/20 TO 2021/22

KEY PRIORITIES/INITIATIVES	KEY PERFORMANCE INDICATOR	IMPACT
1. Improve Nation Brand reputation and perceptions amongst South Africans ( Selling South Africa to South Africans).	Play Your Part activities utilised to promote Nation Brand values, identity and constitutional awareness implemented.	Improved Nation Brand reputation and perceptions.
2. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally .	Approved Annual Stakeholder Relations strategy implemented.	To build and leverage collaborative partnerships, to integrate and coordinate efforts and approaches to market the Nation Brand identity and promote the Nation's value proposition.
3. Continued tracking and monitoring of the Nation Brand performance against other markets.	Number of analysis reports on performance of the Nation Brand produced.	Enhanced understanding of the Nation Brand performance amongst stakeholders.
4. Intensify media partnerships in order to improve Nation Brand reputation and perceptions domestically and internationally.	Content and Communication programmes that engage with issues that are strategic to the reputation of the nation brand developed.	Improved Nation Brand reputation and perceptions domestically and internationally.
5. Promotion of the Nation Brand awareness, identity, image, competitiveness and value proposition domestically and internationally	Activities that enhance the Nation Brand reputation and image implemented on domestic and international platforms.	Enhanced awareness of the Nation Brand identity, image, competitiveness.
6. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	Nation Brand alignment training implemented to encourage a cohesive approach amongst targeted stakeholders when promoting and marketing the Nation Brand.	A cohesive approach amongst targeted stakeholders when promoting and marketing the Nation Brand.





## KEY INDICATORS AND TARGETS

# PROGRAMME 1: ADMINISTRATION

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 1: Sound governance, high performance and the optimal utilisation of available resources</b>							
1. Sound internal controls and good governance	1.1. Audit outcome on previous year's financial information	Annual	Unqualified audit opinion on financial information	-	Unqualified audit opinion on financial information	-	-
	1.2. Audit outcome on previous year's non-financial performance information	Annual	Unqualified audit opinion on performance information	-	Unqualified audit opinion on performance information	-	-
	1.3. Number of satisfactory Internal Audit reports on internal controls	Quarterly	4xsatisfactory Internal Audit reports on internal controls	1x satisfactory Internal Audit reports on internal controls	1x satisfactory Internal Audit reports on internal controls	1x satisfactory Internal Audit reports on internal controls	1x satisfactory Internal Audit reports on internal controls
2. A high performing organisation through the optimal utilisation of technological, financial and human resources	2.1. Percentage overall organisational performance rating	Annual	90% overall organisational performance rating	-	-	-	90% overall organisational performance rating
	2.1. Percentage overall organisational performance rating	Annual	90% overall organisational performance rating	-	-	-	90% overall organisational performance rating
	2.3. Percentage availability of all IT systems	Quarterly	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems





# PROGRAMME 2: BRAND, MARKETING & REPUTATION MANAGEMENT

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand</b>							
3. Enhanced understanding of the Nation Brand performance	3.1. Number of analysis reports on performance of the Nation Brand produced	Quarterly	12x research reports on performance of the Nation Brand produced	1x analysis report on performance of the Nation Brand produced	2x analysis reports on performance of the Nation Brand produced in the context of Industry 4.0	5x analysis reports on performance of the Nation Brand produced	4x analysis reports on performance of the Nation Brand produced
	3.2. Number of SA Incorporated research analysis reports produced	Quarterly	4x SA Incorporated research analysis reports produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced
	3.3. Number of domestic perceptions research studies concluded	Quarterly	4x quarterly domestic perceptions research conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted
	3.4. Number of international research studies on reputation and perceptions of Nation Brand conducted	Annual	16x Market reports received	-	-	16x Market reports received; Fieldwork completion, development of final market, regional and overall report produced	-
	3.5. Number of approved Annual SA Competitiveness Forum outcome report	Annual	1x approved Annual SA Competitiveness Forum outcome report	-	1x annual SACF programme implemented focussed on Industry 4.0	-	-



## PROGRAMME 2: BRAND, MARKETING & REPUTATION MANAGEMENT

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand</b>							
4. Improved Nation Brand reputation and perceptions amongst South Africans	4.1. Play Your Part activities that promote the Nation Brand values implemented in all 9 provinces (at least one per province)	Quarterly	9x PYP activities implemented	3x Provincial PYP activities implemented	3x Provincial PYP activities implemented	2x Provincial PYP activities implemented	1x Provincial PYP activities implemented
	4.2. Number of Brand SA-led activations utilised to promote constitutional awareness	Quarterly	10x activations utilised to promote constitutional awareness	2x activations utilised to promote constitutional awareness	3x activations utilised to promote constitutional awareness	3x activations utilised to promote constitutional awareness	2x activations utilised to promote constitutional awareness
	4.3. Number of marketing platforms utilised for the promotion of the constitutional awareness campaign	Quarterly	16x marketing platforms utilised for the constitutional awareness campaign	4x marketing platforms utilised to promote the constitutional awareness campaign	4x marketing platforms utilised to promote the constitutional awareness campaign	4x marketing platforms utilised to promote the constitutional awareness campaign	4x marketing platforms utilised to promote the constitutional awareness campaign



## PROGRAMME 2: BRAND, MARKETING & REPUTATION MANAGEMENT

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition</b>							
5. Improved Nation Brand reputation and perceptions domestically and internationally	5.1. Content and Communication programmes that engage with issues that are strategic to the reputation of the Nation Brand developed	Quarterly	100x positive communication content pieces published	25x of planned positive communication content pieces published	25x of planned positive communication content pieces published	25x of planned positive communication content pieces published	25x of planned positive communication content pieces published
	5.2. Percentage of users who engage with Brand SA content on its digital platforms	Annual	5% increase in users who engage with Brand SA content on its digital platforms	-	-	-	5% increase in users who engage with Brand SA content on its digital platforms
	5.3. Number of media engagement activities to strengthen relations and liaison with media implemented	Quarterly	11x implemented media engagement activities to strengthen relations and liaison with media	2x implemented media engagement activities to strengthen relations and liaison with media	3x implemented media engagement activities to strengthen relations and liaison with media	3x implemented media engagement activities to strengthen relations and liaison with media	3x implemented media engagement activities to strengthen relations and liaison with media



# PROGRAMME 2: BRAND, MARKETING & REPUTATION MANAGEMENT

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition</b>							
6. Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition	6.1. Number of international platforms utilised to promote the Nation Brand	Quarterly	12x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness.	2x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	4x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	4x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	2x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness
				4x PYP domestic platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	4x PYP domestic platforms utilised to promote the Nation Brand	2x PYP domestic platforms utilised to promote the Nation Brand
				2x international platforms utilised to promote the Nation Brand	4x international platforms utilised to promote the Nation Brand	4x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
7. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	7.1. Number of Brand SA-led Nation Brand alignment training workshops implemented in provinces	Quarterly	9x Brand SA- led Nation Brand alignment training workshops implemented in provinces (1x per province)	2x Brand SA- led Nation Brand alignment training workshops implemented	3x Nation Brand alignment training workshops implemented	2x Nation Brand alignment training workshops implemented	2x Nation Brand alignment training workshops implemented
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
7.2. Number of Stakeholder-led platforms utilised to deliver Nation Brand alignment training	7.2. Number of Stakeholder-led platforms utilised to deliver Nation Brand alignment training	Quarterly	Leverage off 3x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
7.3. Number of new registrations on the digital marketer's portal	7.3. Number of new registrations on the digital marketer's portal	Quarterly	500x new registrations on the digital marketer's portal	125x new registrations on the digital marketer's portal	125x new registrations on the digital marketer's portal	125x new registrations on the digital marketer's portal	125x new registrations on the digital marketer's portal
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand
				2x international platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand	2x international platforms utilised to promote the Nation Brand



## PROGRAMME 2: BRAND, MARKETING & REPUTATION MANAGEMENT

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition</b>							
8. Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad	8.1. Number of PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	Quarterly	60x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	15x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	15x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	15x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	15x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand
	8.2. Number of GSA activations implemented	Quarterly	17x GSA activations	3x GSA activations	5x GSA activations	6x GSA activations	5x GSA activations



# PROGRAMME 3: STAKEHOLDER RELATIONS

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	QUARTERLY TARGETS			
			Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
<b>Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand</b>						
9. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	9.1. Number of coordinated activities implemented in partnership with private sector stakeholders	Quarterly	14x coordinated activities implemented in partnership with private sector stakeholders	4x coordinated activities implemented in partnership with private sector stakeholders	4x coordinated activities implemented in partnership with private sector stakeholders	3x coordinated activities implemented in partnership with private sector stakeholders
	9.2. Number of coordinated activities implemented in partnership with state institution stakeholders	Quarterly	16x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders
	9.3. Number of coordinated activities implemented in partnership with civil society stakeholders	Quarterly	14x coordinated activities implemented in partnership with civil society stakeholders	3x coordinated activities implemented in partnership with civil society stakeholders	3x coordinated activities implemented in partnership with civil society stakeholders	4x coordinated activities implemented in partnership with civil society stakeholders
	9.4. Number of Brand SA-led in-market activities implemented with stakeholders (civil society, government and private sector)	Quarterly	20x Brand SA-led in-market activities implemented	4x Brand SA-led in-market activities implemented	6x Brand SA-led in-market activities implemented	6x Brand SA-led in-market activities implemented
	9.5. Number of activities implemented at strategic platforms	Quarterly	11x activities implemented at strategic platforms	4x activities implemented at strategic platforms	4x activities implemented at strategic platforms	3 x activities implemented at strategic platforms





## PROGRAMME 3: STAKEHOLDER RELATIONS

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
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	2.1.6. Number of activities implemented at strategic platforms	Quarterly	5x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	1x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	1x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	1x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	2x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events
	2.1.7. Number of stakeholder feedback platforms on the Nation Brand performance	Quarterly	18x stakeholder feedback platforms on the Nation Brand performance	4x stakeholder feedback platforms on Nation Brand performance	4x stakeholder feedback platforms on Nation Brand performance	5x stakeholder feedback platforms on Nation Brand performance	5x stakeholder feedback platforms on Nation Brand performance



