



BRAND SOUTH AFRICA

PRESENTATION TO THE PORTFOLIO COMMITTEE

STRATEGIC PLAN 2020/2021 - 2024/2025

ANNUAL PERFORMANCE PLAN 2020/2021

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INSTITUTIONAL FRAMEWORK AND GOVERNANCE

INSTITUTIONAL FRAMEWORK AND GOVERNANCE

- Brand South Africa is registered as a Trust in terms of the Trust Property Control Act No. 57 of 1988;
- The Founder (or Settlor) of the Trust is the President of the Republic of South Africa, and he/she appoints Trustees;
- Other governing legislation: The Public Finance Management Act No. 1 of 1999;
- To further strengthen governance and accountability, the Trust Deed enjoins the entity to apply provisions of the Companies Act No. 71 of 1988, as well as the King Code (i.e. King Report on Corporate Governance in South Africa, 2016); and
- The Protocol on Corporate Governance in the Public Sector (2002), although no longer up-to-date, also applies.

INSTITUTIONAL FRAMEWORK AND GOVERNANCE

The Board

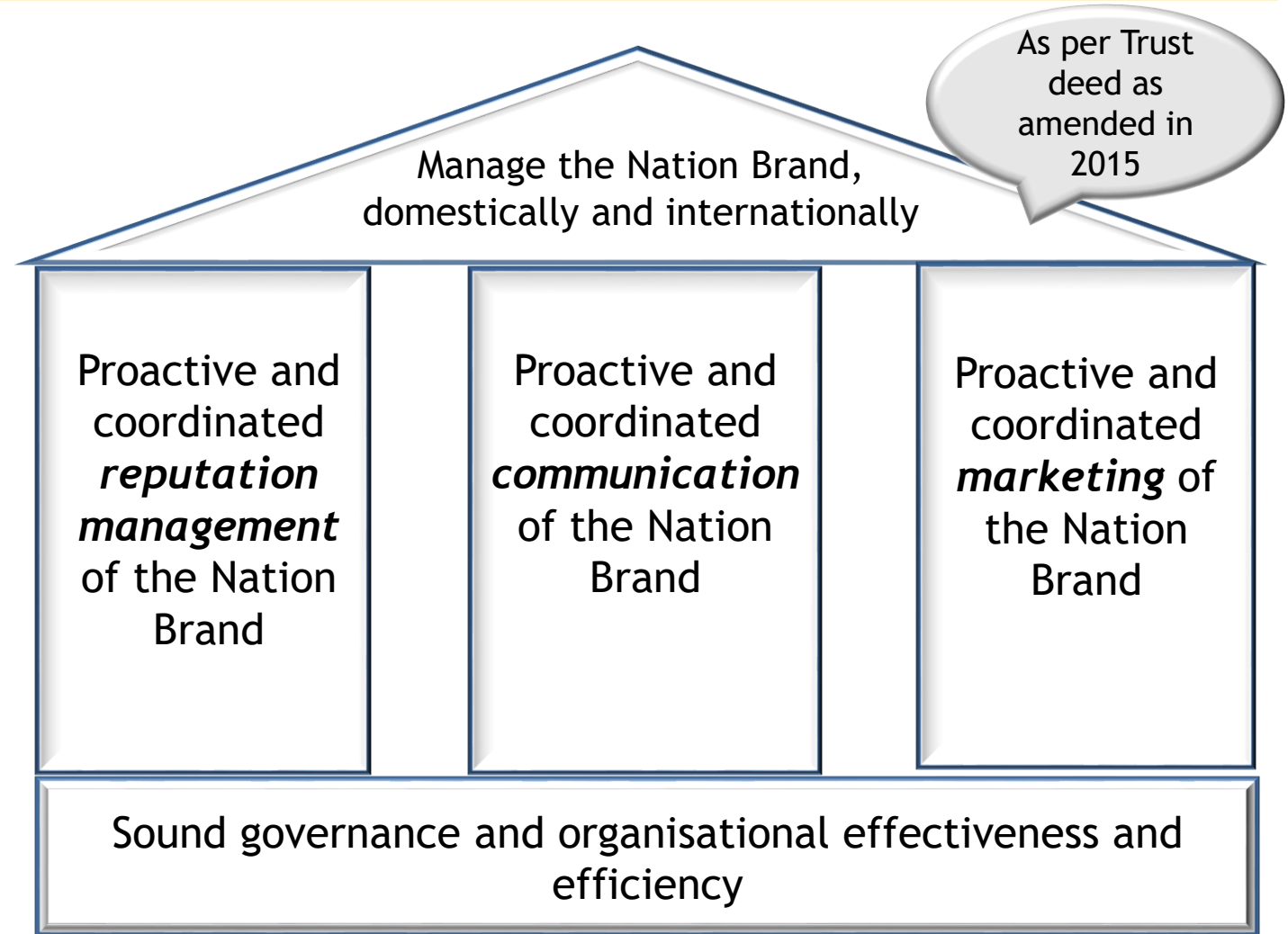
- All Trustees constitute the Board. In terms of the Trust Deed which was amended in November 2015, the maximum number of Trustees should be 15 (fifteen) and the minimum 11 (eleven). This is a reduction from the maximum of 30 (thirty) trustees and a minimum 20 (twenty) stipulated in the previous Trust Deed;
- All Trustees are non-executive except the CEO who is an ex officio executive trustee. The Board meets quarterly. It has established 3 (three) committees to assist it in the discharge of its duties. The 3 Committees are as follows:
 - The Human Capital/Remuneration and Social & Ethics Committee (HCRSEC);
 - The Audit and Risk Committee (ARCO); and
 - The Marketing Committee (MARCO).
- Trustees are remunerated for the performance of their duties as Trustees in accordance with the Board Remuneration Policy, which is informed by the National Treasury's Regulations.



ABOUT BRAND SOUTH AFRICA

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*”.



STRATEGIC INTENT

In addition to its Mandate, Brand South Africa seeks to:

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

BRAND SOUTH AFRICA AT A GLANCE

OUR STAKEHOLDER TRUTH

Brand South Africa a necessary partner

OUR POINT OF VIEW

South Africa is an admired destination viable for business, tourism and to study

OUR VALUE PROPOSITION

Nation Brand marketing and reputation expertise

Connect with us:

- Collaborate on strategic platforms
- Content partnerships
- Play Your Part initiative

OUR PURPOSE

To lead with domestic and global marketing initiative of our Country, thus indirectly contributing towards :
job creation, economy growth, poverty alleviation and social cohesion

BRAND PROMISE

Inspiring new and different ways

BRAND SOUTH AFRICA'S PROPERTIES AND PRODUCTS

Play Your Part initiative
South African Competitiveness Forum (SACF)
Nation Brand Forum
Brand South Africa masterclass
Global South Africans
Reputation programme (Team SA)

WHAT WE DO

The official agency established to market South Africa and manage its Nation Brand reputation.

HOW WE DO IT

By implementing proactive and coordinated marketing, reputation and communication strategies.

WHY WE DO IT

To improve South Africa's image and global competitiveness.

BELIEF:

In inspiring and igniting the passion of our citizens to be proud, to celebrate our beautiful country to live with the spirit of Ubuntu.



STRATEGIC OVERVIEW

ACTIVITIES IN CONTEXT OF STRATEGIC GOALS

Strategic Objectives	Link to Why Brand South Africa exists
Enhanced awareness of the Nation Brand performance : (Research)	Indirectly educating stakeholders to be good country ambassadors/messengers ,thereby attracting awareness and interest on South Africa
Improved Nation Brand reputation and perceptions amongst South Africans (Constitutional awareness and Play Your Part)	Indirectly linked to active citizenship, social cohesion, nation building, job creation through entrepreneurship and poverty alleviation.
Improved Nation Brand reputation and perceptions domestically and internationally	Indirectly linked to improved country perceptions and coverage thereby attracting inward investment. The positive outlook of the country correlates with increased pride and patriotism.
Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition	Indirectly linked to improved country perceptions through showcasing Nation Brand achievements and strengths thereby attracting inward investment. The positive outlook of the country correlates with increased pride and patriotism
A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	When all stakeholders promote a Nation Brand in a unified manners it enhances the reputation and image of the country thereby attracting tourists, students and investors.
Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad	Utilising SA expats to advocate positively for the Nation Brand thereby attracting tourists, investors and students.
Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	Stakeholder message alignment and enhancement assist in amplifying Brand South Africa initiatives and strategic objectives.

FOCUS AREAS

Reputation Management

Proactive and Coordinated Reputation Management of the Nation Brand

Communication

Proactive and Coordinated Communication
of the Nation Brand

Marketing

Proactive and Coordinated Marketing
of the Nation Brand

INTEGRATED STRATEGIC GOALS

❖ FOUR INTEGRATED STRATEGIC GOALS GEARED TOWARDS...

- ① Proactive and coordinated reputation management of the Nation Brand
- ② Proactive and coordinated marketing of the Nation Brand and the Nation Brand Identity
- ③ Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation
- ④ Proactive and coordinated communication of the Nation Brand value system and value proposition



RESEARCH

- Brand South Africa research aims to from a domestic and international perspective focused on Reputation & Competitiveness.
- 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 over-all country performance in a highly competitive and uncertain global economy.
- Brand South Africa analysis to be better ambassadors of the Nation Brand and to respond appropriately in relation to environment.

NATION BRAND PERFORMANCE ANALYSIS

- Brand South Africa uses an eclectic approach in understanding the performance of the Nation Brand.
- Research analysis and engagements with stakeholders are critical processes used to assess the performance of the Nation Brand and to develop strategies to address challenges.

Domestic Perceptions

- ✓ Domestic Perceptions Research

Nation Brand Reputation

- ✓ Roper GfK. Nation Brand Index
- ✓ Roper GfK. City Brands Index
- ✓ Brand SA -Fieldwork in African markets

Global Competitiveness

- ✓ World Economic Forum - Global Competitiveness Index
- ✓ IMD - Competitiveness Yearbook
- ✓ Mo Ibrahim Index on African Governance
- ✓ World Bank Doing Business Index

Investor Perceptions

- ✓ Brand SA International Investor Perceptions Research
- ✓ SA Inc' research

ENCOURAGING ACTIVE CITIZENSHIP, PRIDE & PATRIOTISM AND ADDRESSING SOCIAL ILLS

- The Marketing unit is responsible for the development and implementation of proactive marketing strategies that aim to market South Africa as a as well as promote amongst South Africans.
- The aim is to contribute towards creating and domestically and internationally.
- The marketing programme promotes through the Play Your Part Ambassador programme.

PLAY YOUR PART PROGRAMME



- Play Your Part is a *nationwide movement* created to *inspire, empower* and *celebrate active citizenship* in South Africa.
- Its objective is to lift the spirit of our nation by inspiring all South Africans to contribute to *positive change*, become involved and start doing - because a nation of people who care deeply for one another and the environment in which they live is good for everyone.
- Play Your Part is aimed at *all South Africans* - from corporates to individuals, NGOs to government, churches to schools, young to not so young. It aims to encourage South Africans to use some of their time, money, skills or goods to contribute to a better future for all.
- There are numerous opportunities, big and small, for each and every South African to make a positive difference in the communities in which they live and operate. Play Your Part encourages them to act on these opportunities.

PLAY YOUR PART AMBASSADOR PROGRAMME

- Brand South Africa has recruited Play Your Part (PYP) Ambassadors who are ordinary South Africans, currently playing their part as active citizens in their various respective communities.
- Once recruited into the PYP programme, Brand South Africa partners with these partners on collaborative initiatives.



Sandiso
Sibisi

About Our Ambassador:

Sandiso is an entrepreneur who employs innovative business models and has founded Born To Succeed that helps to curb the Youth unemployment rate in South Africa, through education mentorship and forming Private Sector Alliances.

Playing Her Part:

Identifies young woman from peri urban rural areas, who have passed grade 12, are unemployed and thus imparts skills to them in order to assist them to gain necessary skills to secure meaningful employment.



Rianette
Leibowitz

About Our Ambassador:

Rianette is an example of aligning passion with purpose. A Communication Specialist and Cyber Safety activist who speaks about the art of navigating relationships within digital environment.

Playing Her Part:

She has been sharing the cyber safety message at schools, conferences and corporates with the aim to save lives by creating awareness for responsible digital citizenship.

NATION BRAND FORUM



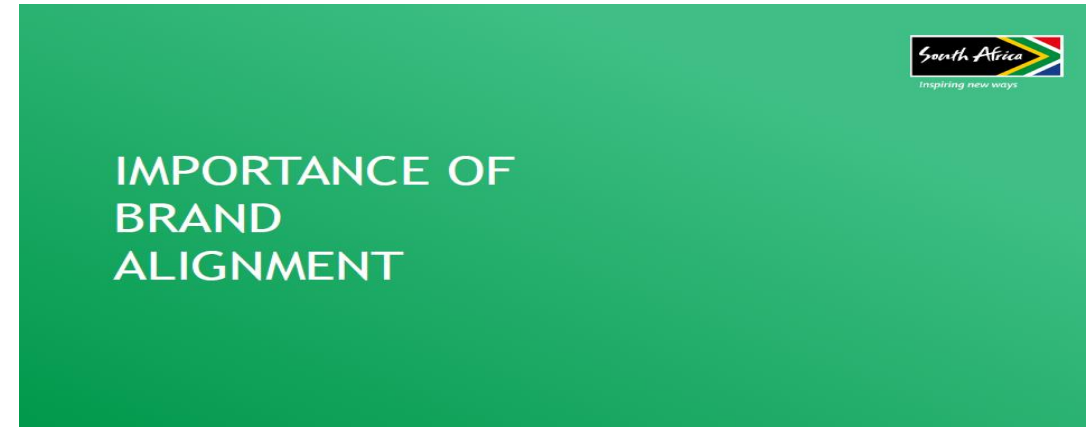
- The Nation Brand Forum is an annual engagement platform aimed at bringing various stakeholders to share their insights on how to collectively promote a *cohesive approach when marketing South Africa internationally*, and advancing long-term reputation and image of the Nation Brand.



- Launched in 2016, the Nation Brand Forum has been central in enhancing the Nation Brand image and competitiveness, as well as driving enhanced awareness.

NATION BRAND FORUM

- Brand South Africa has developed and introduced the Brand South Africa Nation Brand Masterclass as a tool to educate stakeholders on the importance of presenting a cohesive and common message when marketing the country internationally.
- The Masterclass targets stakeholders (mainly government) that do international promotion or destination marketing abroad.
- The Masterclass is supported by an on-line toolkit that can be downloaded by stakeholders through an application process.



OUR BRAND ALIGNMENT GOAL IS
TO EFFECT A UNIFYING BRAND
IDEA



ONE COUNTRY
ONE VISION
ONE BRAND



CONSTITUTIONAL AWARENESS

- As part of its contribution to Outcome 14 of the National Development Plan, Brand South Africa has developed a stakeholder and marketing campaign to build Constitutional Awareness amongst South Africans.
- The campaign is was aimed at creating awareness of the Constitution amongst South Africans and to foster Constitutional Values.
- Key pillars from the constitution were selected to guide the communication for the campaign.



COMMUNICATIONS

- The Communications Unit is tasked with managing issues in the environment that impact on the Nation Brand both positively and negatively including PR activities, media monitoring, content development and dissemination related to profiling the work of the organisation.
- The Unit implements both proactive and reactive reputation management strategies to ensure positive positioning of the Nation Brand domestically and internationally
- Brand South Africa leverages media relations, partnerships and opportunities with various media houses and journalist bodies, domestically and internationally, to positively position the Nation Brand.
- The Communications team also works with identified influential cross sector stakeholders who have a positive outlook and narrative on the Nation Brand, and advocate positively for the Nation Brand.

THE COMMUNICATIONS PROGRAMME

Media Relations Management	Public Relations	Country Messaging	Digital and Social Media Programme	International Reputation Management
<ul style="list-style-type: none"> • Leverage relations with various media to communicate on the work of the organisation, profile its leadership while managing issues related to the reputation of the nation brand. • Proactively engage with members of the media through bilateral discussions aimed at contextualising the role of Brand South Africa and perceptions/ reputation around South Africa Inc. • Host media to showcase identified programmes which position the country positively. 	<ul style="list-style-type: none"> • The communication team develops all content for use on public platforms. This includes opinion pieces, media statements, speaking notes, key messages, speeches, and others. • The team also co-ordinates all interviews on issues related to the work of the organisation. • The team also identifies third party endorsers as messengers. • The communication programme has earned approximately R148 million in AVE over the past year. 	<ul style="list-style-type: none"> • Brand South Africa is responsible for developing a messaging framework to position South Africa positively internationally and domestically. • A framework has been developed in consultation with a range of identified stakeholders from government and business. • The messaging is built around the country brand: “Inspiring New Ways” and is aligned to the pillars of the nation brand hexagon and the National Development Plan. 	<ul style="list-style-type: none"> • Brand South Africa digital team develops and implement a proactive and reactive digital and social media programme. • The programme is aimed at encouraging positive conversations and engagement on issues related to the Nation Brand. • Digital and social media platforms are leveraged to share positive content about the country and information on Brand South Africa programmes. 	<ul style="list-style-type: none"> • Brand South Africa implements an international reputation management programme in the targeted markets. • Brand South Africa intends to seek more support from South African representatives based in identified international markets to manage issues related to the country while also positively profiling the country. • Brand South Africa regularly engages with the foreign correspondent corps based in South Africa.

STAKEHOLDER RELATIONS

- Brand South Africa works *with and through stakeholders* to effect its mandate.
- Brand South Africa's key stakeholders are identified as people who are affected by Brand SA's work, those who have influence and power to champion the cause, and those who have a direct interest in the successful delivery of South Africa's brand.
 - groups or organisations that have an *interest* and or *influence* in the performance nation brand,
 - can *contribute* in the form of *knowledge, support or funding*.
 - *can impact on* or be *affected by*, Brand South Africa's work or outcomes.
- Brand South Africa's stakeholders are clustered into three sectors:
 - Government;
 - Business; and
 - Civil Society

STAKEHOLDERS ARE INTEGRAL TO THE EXECUTION OF THE MANDATE

- The organisation targets three key stakeholder groupings when identifying relevant partners to collaborate.
- Brand South Africa seeks the *involvement and cooperation* of various stakeholders in building awareness and image of the Nation Brand domestically and internationally.

State Institutions

- 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 the NDP and active citizenship through own platforms

Private Sector

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

Civil Society

- Partner & drive domestic mobilisation programmes.
- Partner & drive joint domestic mobilisation programmes, and relevant platforms.
- Access to mass audiences.

GLOBAL MARKETS

The Global Markets programme focusses on the following:

Communication and Reputation management: proactive and reactive management of issues in the media environment that may affect the Nation Brand internationally.

Marketing: identification of relevant platforms to profile and positively position the Nation Brand in the continent and the world.

Stakeholder Relations: working with and through stakeholders to enhance in market programmes (for example SA missions).

Global South African (GSA)'s programme: advocacy programme with South Africans living abroad.

GLOBAL MARKETS PROGRAMMES

- Brand South Africa has offices in the following countries which are managed by Country Heads:
 - the United Kingdom;
 - the United States of America
 - China (vacant)
- Brand South Africa understands the importance of maintaining a relationship with South Africans living abroad.
- *GSA's programme* is key in building advocacy programme with South Africans living abroad.
- Through the GSA's programme Brand South Africa holds engagements with expats with the aim to build a relationship and Nation Brand Advocacy amongst specific individuals.





STRATEGIC AND ANNUAL PERFORMANCE PLANS

2020/2021 TO 2024/2025 STRATEGIC PLAN AND 2020/2021 ANNUAL PERFORMANCE PLAN

STRATEGIC FOCUS

- Build investor confidence and contribute to attraction of global investors and tourists, as well as South African goods and services.
- Enhance South Africa's stature in the community of nations in the continent and the world.
- Create and disseminate messages that effectively tell the South African story and positively promote the country.
- Inspire pride, patriotism, social cohesion, nation building and positive change in South Africa.
- Inspire loyalty and advocacy in expatriate South Africans.

2020/2021 TO 2024/2025 STRATEGIC PLAN AND 2020/2021 ANNUAL PERFORMANCE PLAN

STRATEGIC FOCUS - Continued....

- Counter negative messages and impressions of the country.
- Showcase achievements of the National Development Plan (NDP).
- Assist various government and private sector entities in aligning their communications strategies to country messaging.
- Leverage on strategic global events to bring the brand story to life and build brand moments.



THE 2020/2021 PLANNING PROCESS

The 2020/2021 PLANNING PROCESS

The Brand SA strategic planning process was iterative and included a series of engagement sessions:

- 1) Board Strategic Planning Session was held on 16 August 2019 wherein the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan was developed;
- 2) Staff Strategic Planning Session was held from 12 to 13 September 2019 wherein the draft Brand South Africa 2020/2021 Annual Performance Plan (APP) was developed;
- 3) Presentation of the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan and draft Brand South Africa 2020/2021 Annual Performance Plan (APP) was on 30 October 2019;
- 4) Submission of the draft Brand South Africa 2020/2021 to 2024/2025 Strategic Plan and draft Brand South Africa 2020/2021 Annual Performance Plan (APP) to The Presidency and GCIS on 31 October 2019.
- 5) The Final Brand South Africa 2020/2021 to 2024/2025 Strategic Plan and Brand South Africa 2020/2021 Annual Performance Plan (APP) to The Presidency and GCIS on 31 January 2020.



LINK TO THE NATIONAL PRIORITIES

LINK TO THE NATIONAL PRIORITIES

- The strategy considers links to the National Priorities, and our context - both global and local

Vision 2030, New Growth Plan, IPAP

The Five Year NDP Implementation Plan

Pillar 1:

Inclusive
Economic
Growth

Pillar 2:

Capabilities
of South
Africans

Pillar 3:

Capable
State

Cross-cutting priorities

Youth Empowerment

Gender Equity

4th Industrial Revolution

Environmental sustainability (climate change)

National Spatial Development Plan (NSDF)

President Cyril Ramaphosa's 7-Point Plan

Economic transformation and job creation

Education, skills and health

Consolidating the social wage through
reliable and quality basic services

Spatial integration, human settlements and
local government

Social cohesion and safe communities

A capable, ethical and developmental state

A better Africa and World

Impact
Statement

Outcome

Outcome
Indicator

Baseline

5-Year
Target

Output

Output
Indicator

Baseline

Annual
and
Quarterly
Targets

Strategy

APP



CHALLENGING THE GLOBAL AND LOCAL OPERATING ENVIRONMENT

CHALLENGING THE GLOBAL AND LOCAL OPERATING ENVIRONMENT

Critical uncertainty issues

- Demographic shift
- Technology Change; 4IR
- Geopolitical Tensions
- Slowbalisation
- Climate Change
- Brand Similarity to other African countries
- Negative International Perceptions
- Perception of South Africa as “Un-African” by other African countries
- Economic growth, debt levels
- Exchange rates
- Public Discourse
- Corruption

Globally

Africa

South Africa

Action priorities

- Improved Data & Research
- Trend Analysis
- Increase brand competitiveness

- Regional integration
- Africa connectivity
- Brand Building

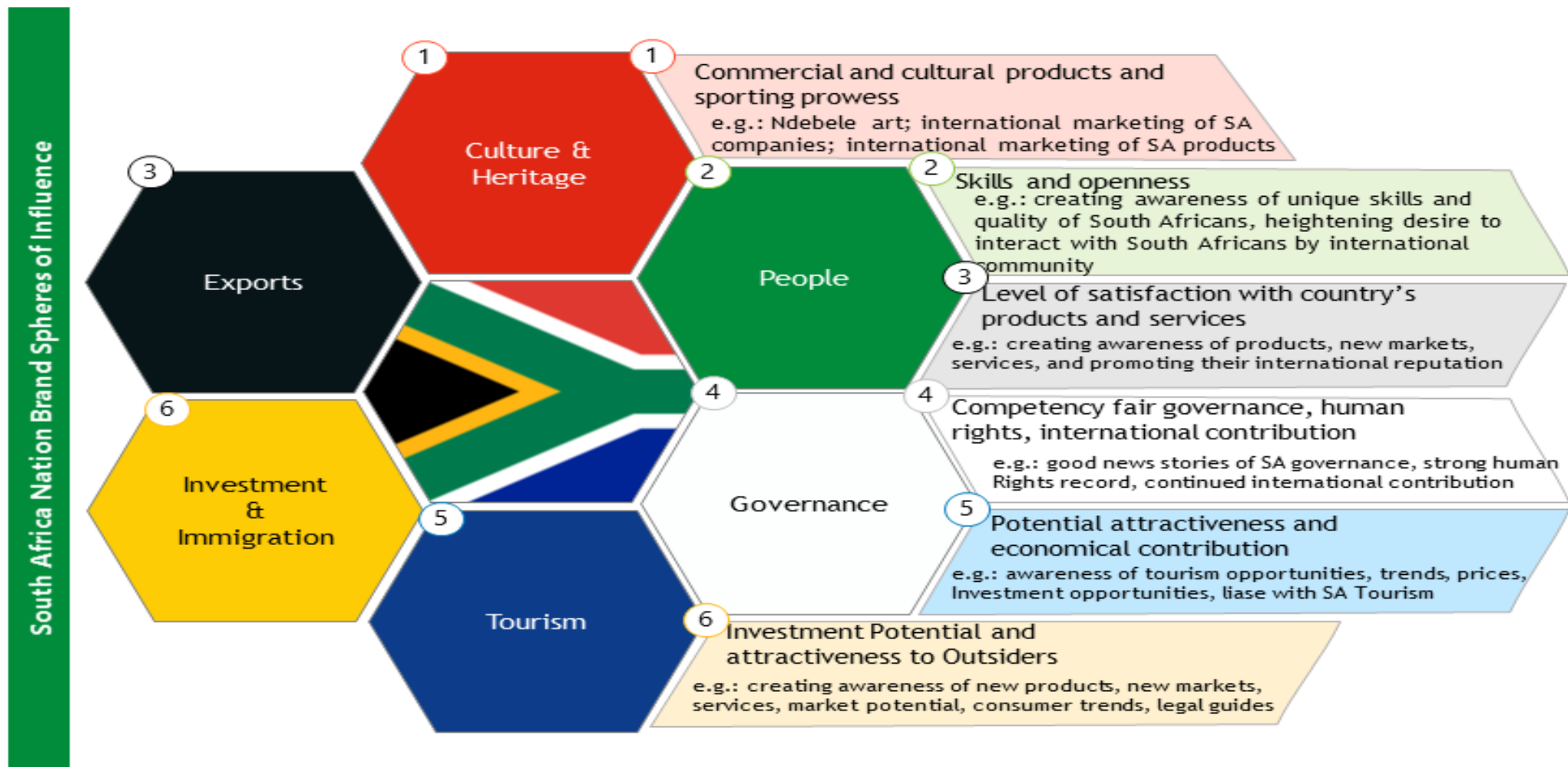
- Increased Nation Brand advocacy
- Increased Active Citizenship
- Alignment of Nation Brand internally and between all stakeholders

Four key strategic consideration in 2020-2025:

- 1. Research & Analytics**- Targeted interventions requires data driven insights on resource allocation, trends, opportunities, threats and required outcomes
- 2. Leveraging Key Partnerships** - Leverage partners to maximize reach, gain consensus, drive credibility and support and optimise gov. resources

- 3. Brand Building Campaigns**- Campaigns based on sound insights, executed with partners for clear objectives and outcomes that enhances our Nation Brand
- 4. Active Citizenship & Brand Advocacy**- increase pride amongst South Africans and increased advocacy and participation in the Nation Brand Project

NATION BRAND SPHERES OF INFLUENCE





SITUATIONAL ANALYSIS

SITUATIONAL ANALYSIS

- Strategic success is dependent on the organisation's efficacy and resolving some pressing organisational issues

Strengths

- Brand South Africa has a passionate staff who exhibit high levels of engagement at work
- Brand South Africa's Brand Awareness is at peak levels
- Play Your Part Programme's Public Awareness is at peak levels
- Diverse staff in terms of gender and race
- The Nation Brand has a "Strong" A+ ranking from Brand Finance and a 2018 rank of 49th

Opportunities

- South Africa has a unique position as an African nation, with strong links to Western countries (US, UK, EU, Australia and New Zealand), strong links to Asia through BRICS (China, Russia, India) and to Brazil and South America.
- 4IR
- Digital platforms and technologies
- Favourable Exchange Rates
- Shifting perceptions of African countries to be more positive

Weaknesses

- Leadership churn
- Administrative processes to be strengthened
- Technology & Systems particularly transfer to a new system
- Operational considerations particularly in overseas offices that impact service delivery
- Delayed appointment of Board of Trustees
- Lack of internal brand cohesion
- Lack of cohesion between stakeholders etc
- Declining Nation Brand ranking over time

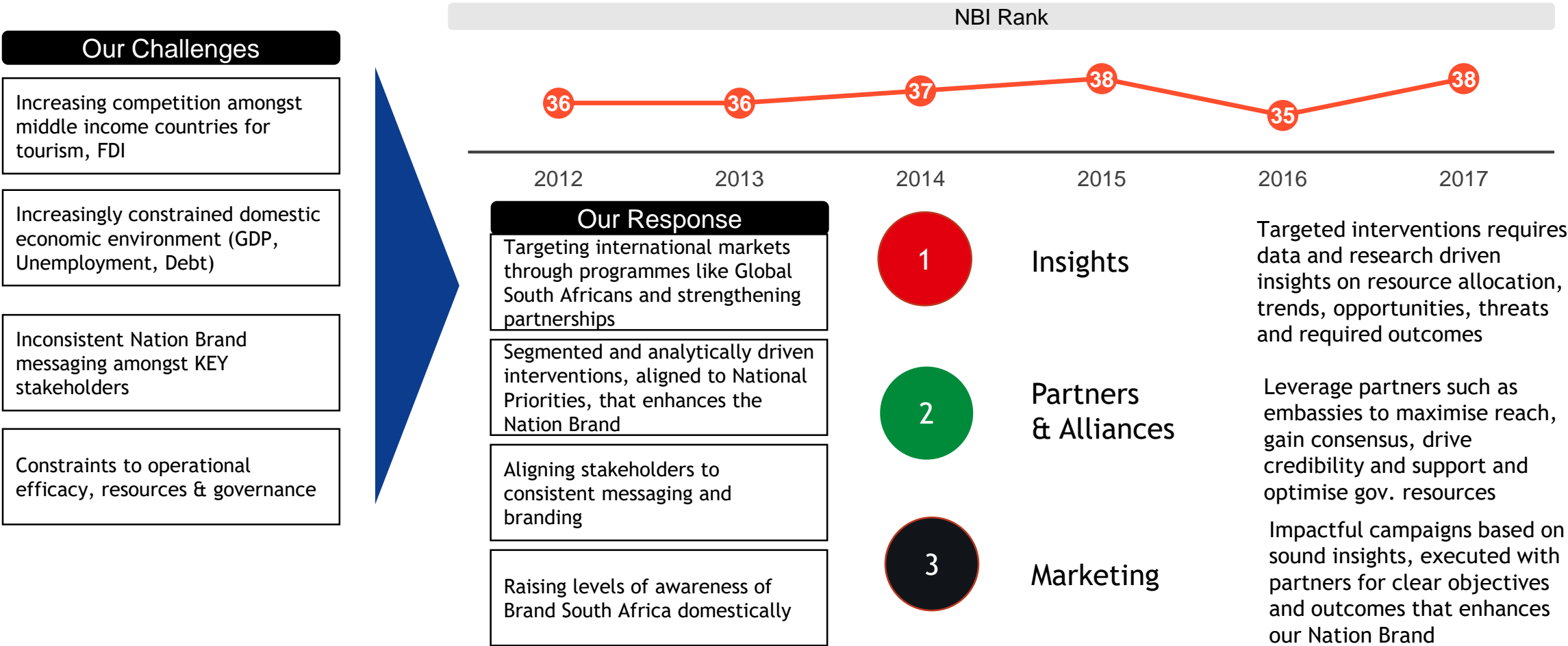
Threats

- Geopolitical ruptures
- Economic difficulties
- Negative Public discourse - governance, controversy, corruption, poor governance
- Unfavourable Exchange Rate
- Increasing competition between countries for limited inflows of investment, ODA, tourism etc.
- Persistent negative perceptions of African countries



PERCEPTION OF THE NATION BRAND

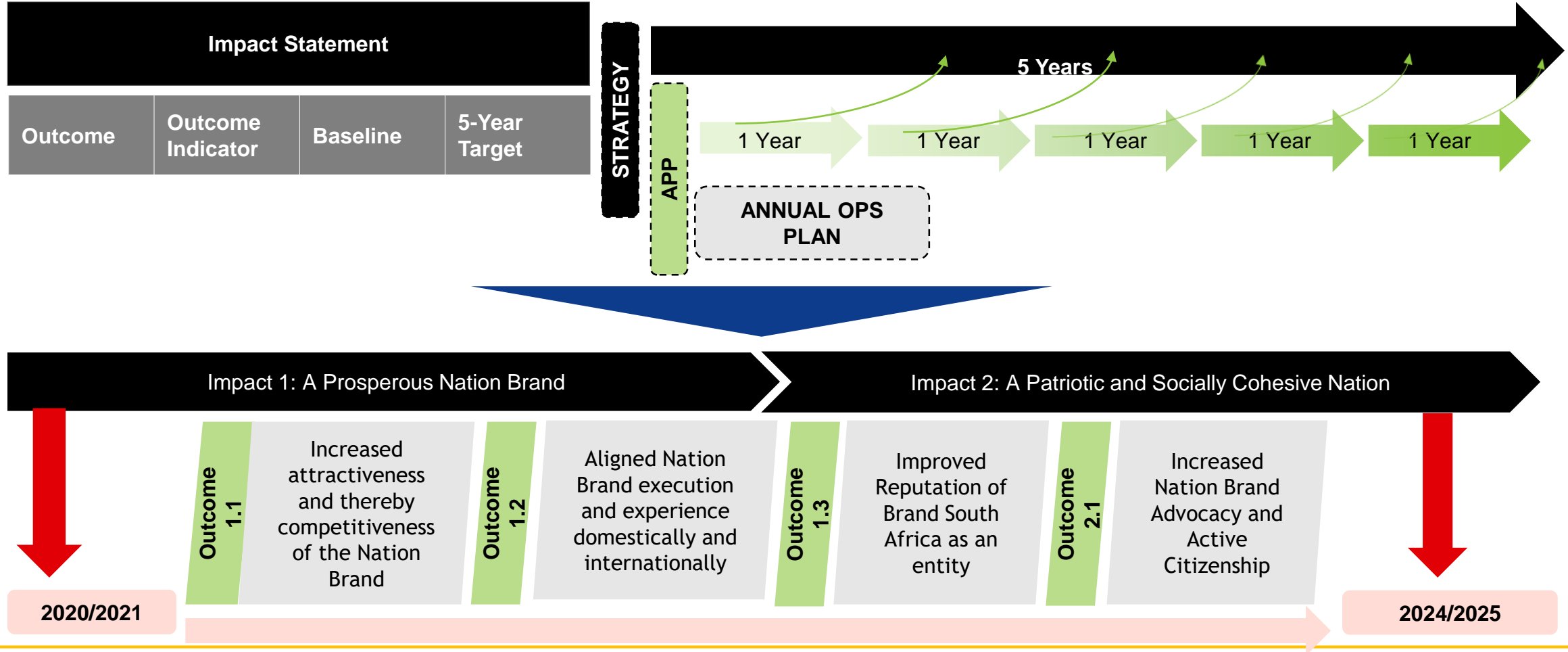
COORDINATED RESPONSES THAT POSITIVELY INFLUENCE AND ENHANCE THE PERCEPTION OF THE NATION BRAND



Our Strategic Impact is enabled by (1) research and analytically driven insights, (2) fostering and leveraging key partnerships and (3) brand building activities / campaigns

COORDINATED RESPONSES THAT POSITIVELY INFLUENCE AND ENHANCE THE PERCEPTION OF THE NATION BRAND

- Our Strategy seeks to create a prosperous Nation Brand, while promoting a patriotic and socially cohesive nation...





STRATEGIC PLAN OUTPUTS

STRATEGIC PLAN OUTPUTS

Impact Statement 1 A Prosperous Nation Brand

Outcome	Outcome Indicators	Baseline	5-Year Target	Risks
1.1. Increased attractiveness and thereby competitiveness of the Nation Brand	1. Enhanced Understanding of the Nation Brand	37	47	<ol style="list-style-type: none"> 1. Reliance on external stakeholders 2. Resource constraints 3. External incidents and events that are beyond our control (political unrest, climate change) 4. Declining manufacturing capability 5. Governance and Governmental vertical alignment 6. Fake News 7. Public discourse within local media landscape 8. Regional challenges within neighbouring countries
1.2. Aligned Nation Brand execution and experience domestically and internationally	1. Improved consistency in Nation Brand messaging by different stakeholders	500	800	<ol style="list-style-type: none"> 1. Lack of Stakeholder buy-in in adopting cohesive brand message 2. Coordination challenges between different governmental stakeholders (i.e. National, Provincial, Local)
1.3. Improved Reputation of Brand South Africa as an entity	1. Positive perception of Brand South Africa as an entity, internally and externally.	To Be Established	60%+	<ol style="list-style-type: none"> 1. Governance challenges (Board of trustees needs to be appointed and reporting line of the organisation must be finalised) 2. Diversity of opinions within public discourse 3. Tainted brand advocates who may detract from the Nation Brand

Accomplishing this impact requires alignment from numerous stakeholders as well governance structures to be established

STRATEGIC PLAN OUTPUTS

Impact Statement 2 A patriotic and socially cohesive nation

Outcome	Outcome Indicators	Baseline	5-Year Target	Risks
2.1. Increased Nation Brand Advocacy and Active Citizenship	1. Levels of Awareness of the Play Your Part programme.	40%	44%	<ol style="list-style-type: none"> 1. Reliance on external stakeholders 2. Perceptions of Transformation process by non-South Africans 3. Public discourse on the land reform debate 4. Misdirected active citizenship leading to undesired outcomes 5. Persistent inequality 6. Race relations dynamics within South Africa 7. Tainted brand advocates who may impede advocacy initiatives
	2. Measurement of Active Citizenship Index	60.6	65	
	3. Levels of Awareness of the Global South Africans (GSA) programme.	To Be Established	To Be Established	

South African citizenry requires consistency in leadership to ensure appropriate and strategic participation



ANNUAL PERFORMANCE PLAN OUTPUTS

STRATEGIC DIRECTION FOR THE DEVELOPMENT OF THE ANNUAL PERFORMANCE PLAN

Impact	Outcome	Outcome indicators
Impact 1: A prosperous nation brand	1.1. Increased attractiveness and thereby competitiveness of the Nation Brand	1.1.1. Enhanced Understanding of the Nation Brand
	1.2. Aligned Nation Brand execution and experience domestically and internationally	1.2.1. Improved consistency in Nation Brand messaging by different stakeholders
	1.3. Improved Reputation of Brand South Africa as an entity	1.3.1. Positive perception of Brand South Africa as an entity, internally and externally
Impact 2: A patriotic and socially cohesive nation	2.1. Increased Nation Brand advocacy and active citizenship	2.1.1. Levels of Awareness of the Play Your Part programme
		2.1.2. Measurement of Active Citizenship Index
		2.1.3. Levels of Awareness of the Global South Africans (GSA) programme.

ANNUAL PERFORMANCE PLAN OUTPUTS

- PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved organisational corporate identity	Approved organisational corporate identity	Completed review of organisational corporate identity work to date recommended by ExCo	Consultation of reviewed design with ExCo and MarCo	Consultation of reviewed design with and Board of Trustees	Organisation CI submitted to Board of Trustees for approval
Number of Board meetings in compliance with corporate governance principles	4x quorate Board meetings	1x quorate Board meeting	1x quorate Board meeting	1x quorate Board meeting	1x quorate Board meeting

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved Policy governance checklist	Approved Policy governance checklist	Policy governance checklist submitted to Exco for approval	Report to Exco on status of policy governance checklist	Report to HCRSEC and ARCO on status of policy governance checklist	Report to Board of Trustees on status of policy governance checklist for approval
Number of awareness of organizational policies and procedures workshops conducted	8x organizational policies and procedures workshops	2x organizational policies and procedures workshops	2x organizational policies and procedures workshops	2x organizational policies and procedures workshops	2x organizational policies and procedures workshops
Audit outcome on previous year's financial information	An unqualified audit opinion in financial statements and other matters	1x satisfactory internal audit report in finance and procurement environment	1x satisfactory internal audit report in finance and procurement environment	1x satisfactory internal audit report in finance and procurement environment	1x satisfactory internal audit report and unqualified audit opinion in financial statements
Percentage of valid payments made to suppliers within 30 days from date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from date of receipt of an invoice
Percentage spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers	30% spend on B-BBEE level 1 suppliers
Percentage achievement of SCM compliance checklist	100% achievement of SCM compliance checklist	Administrative and procedural review report	Administrative and procedural review report	Administrative and procedural review report	100% achievement of SCM compliance checklist
Compliance to the risk management framework	3x quarterly risk management reports	Consolidated risk management report 2019/20 submitted to ARCO	Quarter 1 risk management report submitted to ARCO and the Board of Trustees	Quarter 2 risk management report submitted to ARCO and the Board of Trustees	Risk management progress report submitted to the Board of Trustees

ANNUAL PERFORMANCE PLAN OUTPUTS

- PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)**

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved operating model	Approved operating model	Draft consulted at Manco	Draft recommended by Exco	Draft recommended by HCRSEC	Submission of operating model to the Board of Trustees for approval
Approved retention strategy	Approved retention strategy	Retention strategy consulted at Manco	Retention strategy recommended by Exco	Retention strategy recommended by HCRSEC	Submission of retention strategy to the Board of Trustees for approval
Approved Annual Performance Plan	Approved 2021/2022 Annual Performance Plan	Development 2021/2022 Annual Performance Plan	Draft 2021/2022 Annual Performance Plan approved by the Board	Submission of the 2021/2022 Annual Performance Plan to the Executive Authority for approval	Submission of the 2021/2022 Annual Performance Plan to Executive Authority for tabling in Parliament
Percentage overall organizational performance rating	91% overall organizational performance rating	91% quarterly organizational performance rating	91% quarterly organizational performance rating	91% quarterly organizational performance rating	91% quarterly organizational performance rating
Compliance to applicable legislation	4x reports to the Board of Trustees on the applicable legislative framework	1x report to the Board of Trustees	1x report to the Board of Trustees	1x report to the Board of Trustees	1x report to the Board of Trustees

ANNUAL PERFORMANCE PLAN OUTPUTS

- **PROGRAMME 1: ADMINISTRATION (Pages 46 - 47)**

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved IT Strategy	Approved IT Strategy	Recommended draft IT Strategy at Manco	Recommended draft IT Strategy at Exco	Recommended draft IT Strategy at ARCO	Submission of IT strategy to the Board of Trustees for approval
Compliance to the Risk management framework	3x quarterly risk management reports	Consolidated risk management report 2019/20 submitted to ARCO	Quarter 1 risk management report submitted to ARCO and the Board of Trustees	Quarter 2 risk management report submitted to ARCO and the Board of Trustees	Risk management progress report submitted to the Board of Trustees

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic audiences	4x marketing campaigns that illustrate the attractiveness of the nation brand to domestic audiences	1x marketing campaign that illustrate the attractiveness of the nation brand to domestic audiences	1x marketing campaign that illustrate the attractiveness of the nation brand to domestic audiences	1x marketing campaign that illustrate the attractiveness of the nation brand to domestic audiences	1x marketing campaign that illustrate the attractiveness of the nation brand to domestic audiences
Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	4x marketing campaigns that illustrate the attractiveness of the Nation Brand to international audiences	1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences	1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences	1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences	1x marketing campaign that illustrate the attractiveness of the Nation Brand to international audiences
Number of integrated reputation & communication activities implemented at strategic platforms domestically	6x integrated reputation & communication activities implemented at strategic platforms domestically	1x integrated reputation & communication activities implemented at strategic platforms domestically	2x integrated reputation & communication activities implemented at strategic platforms domestically	2x integrated reputation & communication activities implemented at strategic platforms domestically	1x integrated reputation & communication activities implemented at strategic platforms domestically
Number of domestic perceptions research activities conducted	1x domestic perceptions research study conducted	<ul style="list-style-type: none"> • 3x monthly surveys • 3x FGDs 	<ul style="list-style-type: none"> • 3x monthly surveys • 3x FGDs 	<ul style="list-style-type: none"> • 2x monthly surveys • 3x FGDs • National omnibus survey 	<ul style="list-style-type: none"> • 2x monthly surveys • 3x FGDs

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Nation Brand performance monitoring activities	15x internal analysis pieces produced	2x internal analysis pieces produced	4x internal analysis pieces produced	4x internal analysis pieces produced	5x internal analysis pieces produced
Number of South African global reputation study activities	Initiate development of SAGP study	1x Stakeholder consultation	1x Stakeholder consultation	1x Stakeholder consultations SAGP study progress report recommended by ExCO	Review the SAGP study Terms of Reference
Number of research reference groups conducted	3x research reference groups	Research reference groups planning and inception report	1x research reference groups conducted	1x research reference groups conducted	1x research reference groups conducted
Approved Reputation Management strategy implemented	Develop Reputation Management strategy	Implement Reputation Management strategy	Implement Reputation Management strategy	Implement Reputation Management strategy	Implement Reputation Management strategy
Increase in positive tonality for BSA-generated coverage from previous 2-year average baseline	<ul style="list-style-type: none"> 60x positive communication pieces 8x positive thought leadership pieces 4x positive webinars 	<ul style="list-style-type: none"> 15x positive communication pieces 2x positive thought leadership pieces 1x positive webinar 	<ul style="list-style-type: none"> 15x positive communication pieces 2x positive thought leadership pieces 1x positive webinar 	<ul style="list-style-type: none"> 15x positive Communication pieces 2x positive thought leadership pieces 1x positive webinar 	<ul style="list-style-type: none"> 15x positive communication pieces 2x positive thought leaderships pieces 1x positive webinar
Number of articles produced from media relations tours and engagements	11x content pieces published emanating from media tours and engagements	3x content pieces published emanating from media tours and engagements	3x content pieces published emanating from media tours and engagements	3x content pieces published emanating from media tours and engagements	2x content pieces published emanating from media tours and engagements

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Reactive communication activities implemented	Review and respond to relevant issues impacting on the Nation Brand in line with the reputation management strategy	Reputation management report highlighting issues assessed and responded to	Reputation management report highlighting issues assessed and responded to	Reputation management report highlighting issues assessed and responded to	Reputation management report highlighting issues assessed and responded to and recommendations on strategy improvements
Percentage of amplified Nation Brand messaging through increased user engagement on digital platforms	15% growth in user engagement on social media platforms	2% growth in user engagement on social media platforms	5% growth in user engagement on social media platforms	3% growth in user engagement on social media platform	5% growth in user engagement on social media platforms
Number of implemented Play Your Part activities in each province	9 x provincial PYP activities implemented	3x PYP provincial activities	3x PYP provincial activities	2x PYP provincial activities	1x PYP provincial activities
Number of PYP ambassador engagement activities implemented with civil society, government, business & PYP Ambassadors	60x PYP ambassador engagement activities implemented with civil society, government, business & PYP Ambassadors	15x PYP ambassador engagement activities	15x PYP ambassador engagements activities	15x PYP ambassador engagements activities	15x PYP ambassador engagements activities
Number of constitutional awareness campaigns	4x constitutional awareness campaigns	1x constitutional awareness campaigns	1x constitutional awareness campaigns	1x constitutional awareness campaigns	1x constitutional awareness campaigns

ANNUAL PERFORMANCE PLAN OUTPUTS

- PROGRAMME 2: BRAND MARKETING AND REPUTATION (Pages 52 - 53)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of constitutional awareness activations	10x constitutional awareness activations	2x constitutional awareness activations	3x constitutional awareness activations	2x constitutional awareness activations	3x constitutional awareness activations
Number of Global South Africans activations implemented in key markets	17 x Global South Africans activations implemented	3 x Global South Africans activations implemented	5 x Global South Africans activations implemented	5 x Global South Africans activations implemented	4 x Global South Africans activations implemented

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 3: STAKEHOLDER RELATIONSHIPS (Pages 57 - 58)

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Approved Stakeholder Relations Strategy	Reviewed and Implemented annual Stakeholder Relations Strategy	Reviewed stakeholder relations strategy recommended by ExCo	Stakeholder relations strategy effectiveness report	Stakeholder relations strategy effectiveness report	Stakeholder relations strategy effectiveness report with recommendations on strategy improvements
Collaborative activities with public sector stakeholders domestically	14x collaborative activities implemented in partnerships with public sector stakeholders domestically	3x collaborative activities implemented in partnerships with public sector stakeholders domestically	4x collaborative activities implemented in partnerships with public sector stakeholders domestically	3x collaborative activities implemented in partnerships with public sector stakeholders domestically	4x collaborative activities implemented in partnerships with public sector stakeholders domestically
Collaborative activities with civil society stakeholders domestically	12x collaborative activities implemented in partnerships with civil society stakeholders domestically	3x collaborative activities implemented in partnerships with civil society stakeholders domestically	3x collaborative activities implemented in partnerships with civil society stakeholders domestically	3x collaborative activities implemented in partnerships with civil society stakeholders domestically	3x collaborative activities implemented in partnerships with civil society stakeholders domestically
Collaborative activities with business stakeholders domestically	12x collaborative activities implemented in partnerships with business stakeholders domestically	3x collaborative activities implemented in partnerships with business stakeholders domestically	3x collaborative activities implemented in partnerships with business stakeholders domestically	3x collaborative activities implemented in partnerships with business stakeholders domestically	3x collaborative activities implemented in partnerships with business stakeholders domestically
Number of Nation Brand Forums/SACF held	1x Nation Brand Forum /SACF held	1x pre Nation Brand Forum engagement	1x pre Nation Brand Forum engagement	1x Nation Brand Forum	Dissemination of Nation Brand Forum outcomes

ANNUAL PERFORMANCE PLAN OUTPUTS

● PROGRAMME 3: STAKEHOLDER RELATIONSHIPS (Pages 57 - 58)

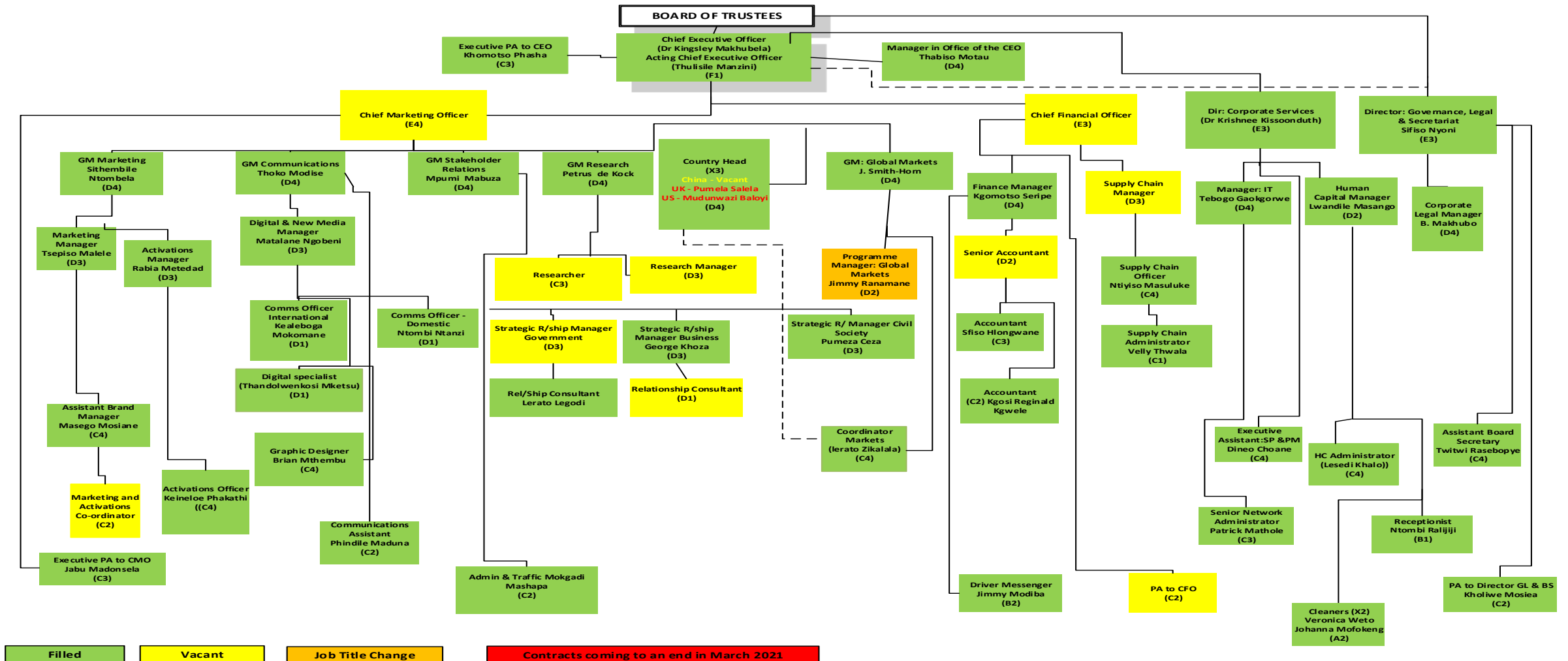
Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Collaborative activities with public sector, business and/or civil society stakeholders	20x collaborative activities implemented in partnerships with public sector, business and/or civil society stakeholders	4 x collaborative activities implemented in partnerships with public sector, business and/or civil society sector	6 x collaborative activities implemented in partnerships with public sector, business and/or civil society sector	5x collaborative activities implemented in partnerships with public sector business and/or civil society sector	5x collaborative activities implemented in partnerships with public sector, business and/or civil society sector
Number of Nation Brand alignment trainings delivered	13x provincial Nation Brand alignment training	3x provincial Nation Brand alignment training	3x provincial Nation Brand alignment training	3x provincial Nation Brand alignment training	4x provincial Nation Brand alignment training
Assessment of Nation Brand alignment training	4x stakeholder impact survey	1x stakeholder impact survey	1x stakeholder impact survey	1x stakeholder impact survey	<ul style="list-style-type: none"> 1x stakeholder impact assessment Consolidated report on impact of training
Approved discussion paper on Nation Brand alignment policy	Approved discussion paper submitted to the Executive Authority for approval	Approved discussion paper by Exco	Approved discussion paper discussion by MarCo	Approved discussion paper approved by the Board of Trustees	Submission of the approved discussion paper to the Executive Authority



BRAND SOUTH AFRICA ORGANISATIONAL STRUCTURE

Brand South Africa Organisational Structure as at 01.02.2020

BRAND SOUTH AFRICA Organisational Structure - updated as at 01.02.2020



Filled
Vacant
Job Title Change
Contracts coming to an end in March 2021



FINANCE

BUDGET ALLOCATION PER PROGRAMME

	2020/21	2021/22	2022/23	2023/24	2024/25
	R' thousand Adjusted				
Brand Marketing & Reputation management	92,520	97,641	101,299	106,870	112,748
Stakeholder relations	18,713	19,749	20,489	21,616	22,805
Administration	104,830	110,632	114,776	121,089	127,749
Total	216,064	228,021	236,564	249,575	263,302

