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2019 – 2024 PERFORMANCE OVERVIEW PRESENTATION TO THE PORTFOLIO COMMITTEE





- 1. INSTITUTIONAL FRAMEWORK AND GOVERNANCE
- 2. NATION BRANDING
- 3. STRATEGIC PLAN 2019/25
- 4. PERFORMANCE SUMMARY
- 5. IMPACT MEASURES
- 6. HIGHLIGHTS OF ACHIEVEMENTS & CHALLENGES





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INSTITUTIONAL FRAMEWORK AND GOVERNANCE

BRAND South Africa



> 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.

BRAND South Africa



INSTITUTIONAL FRAMEWORK AND GOVERNANCE

The Board of Trustees

- In terms of the Trust Deed which was amended in November 2015. All Trustees constitute the Board, and 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.
- Brand South Africa is awaiting the appointment of a New Board of Trustees.

BRAND South Africa

Establishment

Purpose



MANDATE OF BRAND SOUTH AFRICA

• Brand South Africa was established in 2002 in terms of the Trust Property Control Act No. 57 of 1988 and is listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act No. 1 of 1999.

Mandate	 To manage South Africa's Nation Brand reputation in order to improve the country's global attractiveness and competitiveness.
	 To build individual alignment to the Nation Brand, encourage pride and patriotism amongst South Africans

• To develop and implement proactive and coordinated marketing, communications and reputation management strategies for South Africa.

Vision

Ga

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

Mission

To be the authority on the Nation Brand and develop and implement proactive & coordinated marketing, communication, and reputation management strategies



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NATION BRANDING



ABOUT NATION BRAND MANAGEMENT

Nation Brand Management is the practice of highlighting, encouraging, reinforcing, communicating and aligning a nation's attributes in order to present the nation in a way that helps it reach defined strategic goals.



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> WHY COUNTRIES COMPETE?

- *For share of voice* in a crowded global marketplace for:
 - Inward investment;
 - Trade;
 - Domestic investment;
 - Exports;
 - Tourism; and
 - Positive reputation and image.
- For reputation management and managing issues impacting on the Nation Brand reputation.
- To create a positive and compelling brand image for South Africa *domestically* and *internationally*.

BRAND South Africa



> THE ROLE OF BRAND SOUTH AFRICA



Build confidence in South Africa



Enhance South Africa's international stature



Protect the Nation Brand Reputation Assist government and the private sector in aligning their country communication strategies



Inspire pride, patriotism, advocacy, social cohesion

Analyse and develop insights

Leverage on strategic global events and engagements

Influence narrative and

perceptions

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BRAND South Africa
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NATION BRAND HEXAGON FRAMEWORK





A Nation Brand is the sum of people's perceptions of a country across six core areas:

- **1.** Investment and immigration (Investment potential and attractiveness to outsiders)
- 2. Exports (Level of satisfaction with the country's products and services)
- 3. People (Skills and openness)
- **4.** Culture and Heritage (Commercial and cultural products and sporting prowess)
- **5.** Governance (Competency, fair governance, human rights and international contribution)
- 6. Tourism (Potential, attractiveness and economic contribution)





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Strategic Plan 2019/25

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



To be the authority on the Nation Brand and develop and implement proactive and coordinated marketing, communication, and reputation management strategies, by:

- 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.



BRAND South Africa

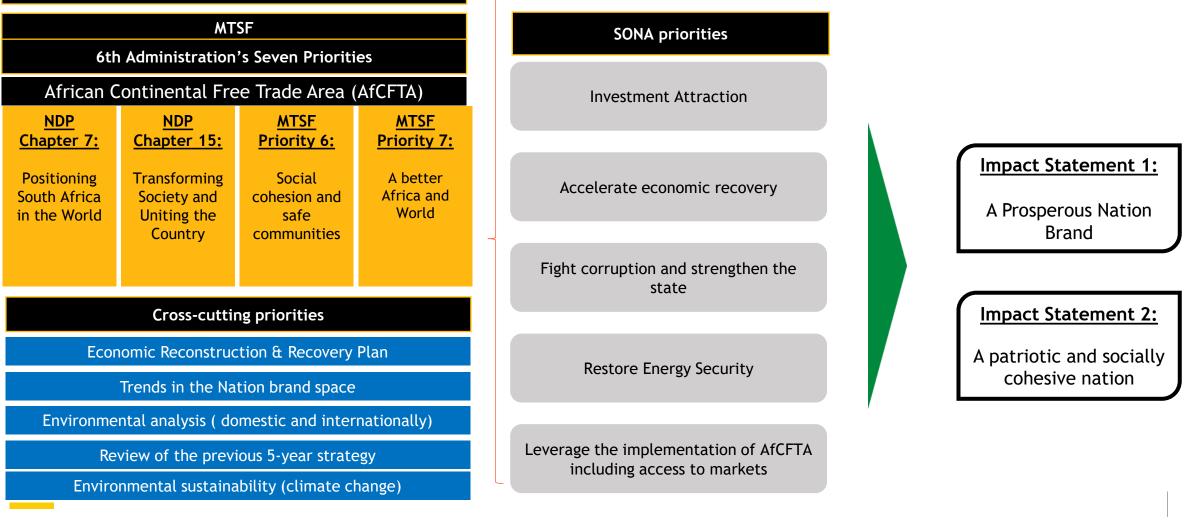


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BRAND SA STRATEGIC ALIGNMENT THE NATIONAL PRIORITIES

Policy and strategy mandate informing the strategic posture and intent of Brand South Africa are guided by the below considerations.

The Five Year NDP Implementation Plan





STRATEGIC PLAN OUTCOME INDICATORS AND FIVE-YEAR TARGETS

IMPACT: A Prosperous Nation Brand / A Patriotic and Socially Cohesive Nation (Prior to the amendment the Strategic Plan)

Outcome	Outcome Indicator	Baseline (2019/20)	Five-Year Target (To March 2025)
1.1. Increased attractiveness and thereby competitiveness of the Nation Brand	1. Percentage understanding of the Nation Brand	37%	47%
1.2. Aligned Nation Brand execution and experience domestically and internationally	 Count the number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders 	500	800
1.3. Improved reputation of Brand South Africa as an entity	1. Positive perception of Brand South Africa as an entity, internally and externally according to the stakeholder perception survey	TBE%	60%+
2.1. Increased Nation Brand Advocacy and Active Citizenship	1. Percentage levels of awareness of the Play Your Part Programme	40%	44%
	2. Measurement of Active Citizenship Index	60.6%	65%
	3. Percentage Awareness of the Global South Africans (GSA) programme	TBE%	TBE%



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AMENDMENTS TO OUTCOME INDICATORS AND FIVE-YEAR TARGET

	AMENDMENT TO OUTCOME INDICAT	ORS AND FIVE-YEAR	R TARGETS			
OUTCOME	Outcome Indicator	Baseline (2019/20)	Five-Year Target (By March 2025)	NOTE ON AMENDMENT	Status	
1. Improved reputation of Brand South Africa as an entity	1.1. Disposition towards Brand South Africa as an entity study score	Establish baseline score in 2022/23	Increase from 2022/23 baseline	The indicator is reworded to better align with the study theme. A baseline study will be conducted in 2022/23, with a target to increase from the baseline by 2025	To be established in the current financial year	
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1. Percentage understanding of the Nation Brand	37%	47%	No change to outcome indicator. <i>Five-</i> year target is adjusted upwards from 47% to 67% based on performance to date (exceeded)	On track	
3. Increased Nation Brand advocacy and active citizenship	3.1. Percentage levels of awareness of the Play Your Part Programme	40%	44%	No change to outcome indicator.	Due to repriorised focus on international mandate PYP awareness has dropped to 20% to date.	
	3.2. Active Citizenship Index	60.6%	65%	No amendment	On track	
	3.3. Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.	699	2000	The indicator is reworded to ensure the assessment of subscribed and committed GSA members.	On track	
4. Aligned Nation Brand execution and experience domestically and internationally	4.1. Number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders	7500	8500	No change to outcome indicator.	On track	



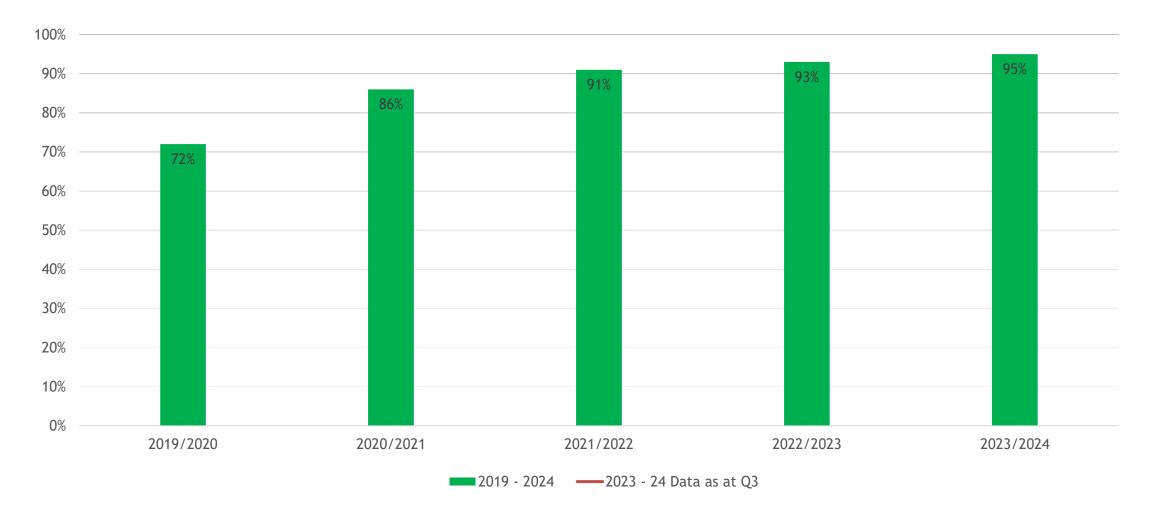
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PERFORMANCE SUMMARY

BRAND South Africa



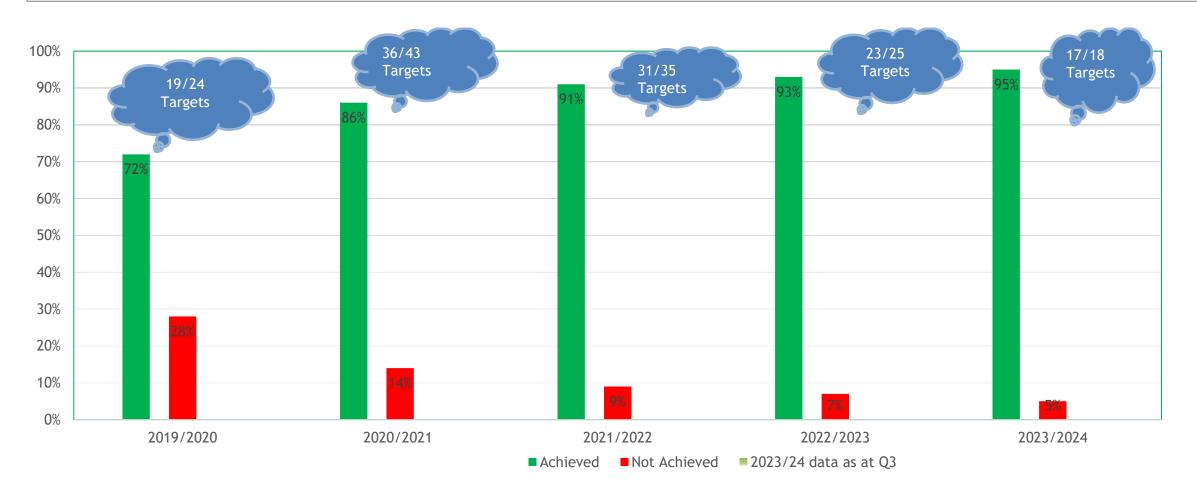
> BRAND SOUTH AFRICA 2019 TO 2024 PERFORMANCE OVERVIEW



BRAND South Africa



PERFORMANCE OVERVIEW IN %



Please note that targets have been condensed during the period (NT & DPME).



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TARGETS NOT MET - 1 YEAR TO GO

Target	Status	Comments and interventions
Level 5 B-BBEE scorecard rating level (Programme 1)	The BBBEE score is currently a challenge at level 8 (noncompliant) an adverse contributing factor to the challenge in meeting this target includes the delayed appointment of the Board.	The B - BBEE annual strategy is to be developed, approved and implemented by the end of 2024/25. (underway) Interventions pertaining to supplier development program, employees with disabilities, bursaries and the internship programme, are underway.
Vacancy rate of no more than 10% against the approved organisational structure maintained (Programme 1)	Recruitment drive is underway, following Executive Authority approval to recruit.	Vacancy rate of 10% is achievable by the end of 2024/25



STRATEGIC PLAN OUTCOME INDICATORS AND FOUR-YEAR REVIEW

IMPACT: A Prosperous Nation Bran	d / A Patriotic and Socially Cohesive Nati Strategic Plan)	on (Prior to the	amendment the	
Outcome	Outcome Indicator	Baseline (2019/20)	Five-Year Target (To March 2025)	Comments
1.1. Increased attractiveness and thereby competitiveness of the Nation Brand	1. Percentage understanding of the Nation Brand	37%	47%	On Track, target already met
1.2. Aligned Nation Brand execution and experience domestically and internationally	 Count the number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders 	500	800	Target already met
1.3. Improved reputation of Brand South Africa as an entity	 Disposition towards Brand South Africa as an entity study score 	TBE%	60%+	On Track
2.1. Increased Nation Brand Advocacy and Active Citizenship	1. Percentage levels of awareness of the Play Your Part Programme	40%	44%	24% currently, decline due to international focus and covid 19. Results for 2023-2024 Domestic PerceptionsStudy, to be released in March 2024, which will indicate the improvements if any.The number of PYP Ambassadors have increased from XX
	2. Measurement of Active Citizenship Index	60.6%	65%	62.5 currently, next results anticipated in July 2024
	3. Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.	699	2000	On Track





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FINANCE



BUDGET ALLOCATION PROGRAMME & AUDIT OUTCOMES

*R'000

BUDGET PER PROGRAMME	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Brand Marketing and Reputation Management	R 85 209	R 87 780	R 95 232	R 91 463	R 93 508	R 91 909	R 80 045
Stakeholder Relationships	R18 204	R 17 466	R 17 800	R 18 438	R 18 850	R 18 528	R 16 136
Administration	R 97 017	R 102 668	R 66 469	R 103 451	R 105 764	R 103 955	R 90 536
TOTAL	R 200 430	R 207 914	R 179 501	R 213 352	R 218 122	R 214 392	R 186 717

Audit Outcomes Qualified Qualified Unqualified Unqualified Unqualified Clean

Brand SA budget split

- International: 70%
- Domestic: 30%

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Highlights of Achievements & Challenges 2019 -23

- Outcome 1:
- Outcome 2:
- Outcome 3:
- Outcome 4:

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OUTCOME: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY

DEFICIENCIES IDENTIFIED THROUGH AUDIT PROCESS ADDRESSED

	Payment of Suppliers IT Infrastructure		Clean Audit		Arears that need attention	Survey to assess reputation of the Brand SA
•	Brand South Africa has improved in the management of the process of payment of suppliers to meet the set target of payment of valid invoices within 30 days.	•	The organisation has addressed deficiencies identified through the audit process and achieved an unqualified audit in 2022/23 FY.		The organisation has a 29,82% vacancy rate. This can be attributed to the moratorium that was imposed on the entity in 2019. Recruitment drive is underway to ensure target is met by end of MTSF.	amongst suppliers to be launched Q4
•	This is due to the introduction of an efficient Enterprise resource planning system and the effective maintenance of efficient IT infrastructure and systems.	•	This was done during a period of constrained resources internally and with the absence of a Board for a 5 months during that period. Performance: on track	•	The organisation needs to implement a structured BBBEE systems to ensure that it adequately reports on its 'investment' towards	



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OUTCOME 2: INCREASED ATTRACTIVENESS & THEREBY COMPETITIVENESS OF THE NATION BRAND

DEVELOPED STRATEGIC + RESPONSIVE MARKETING & COMMUNICATIONS STRATEGIES OVER THE YEARS

Addressing Domestic Priorities

Positioning South Africa as an attractive investment destination

Challenges

- Collaborative response to addressing the impact of COVID yielded positive results for the country.
- Targeted communications interventions addressing the July Unrest.
- Driving Social Cohesion through leveraging SA's participation in global sporting events (cricket, rugby, hockey, soccer, netball, AFCON etc)

- South Africa SA's strategic role in addressing global crises through COVID (A better Africa, better world.)
- Focus then moved to rebuilding confidence in South Africa as a preferred destination for growth and investment through marketing campaign targeting key markets.
- Current strategy tells a credible story to international investors, decision-makers and thought leaders

- Recent budget reductions to the tune of approximately 47 million places Brand SA in a dire financial position, while the work required has not been adjusted to new financial realities.
- Having to do more with less! The foreign exchange rate has not favoured SA - thus reducing our global footprint and visibility.
- Internal challenges (Energy, Visa's) that make it challenging to convince investors.
- Need to build on insights obtained for Global Reputation study - with speed



The process to develop a central idea for South Africa has been initiated & is in progress, in collaboration with GCIS

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OUTCOME 4: ALIGNED NATION BRAND EXECUTION AND EXPERIENCE DOMESTICALLY & INTERNATIONALLY

STRATEGIC PARTNERSHIPS & STRENGTHENED RELATIONS WITH KEY STAKEHOLDERS

Addressing Domestic Priorities

- Enhanced relations with Private sector and Civil Society Stakeholders.
- Private sector funding of & active participation in Brand SA initiatives:
 - WEF Davos
 - Nation Brand Forum

Positioning South Africa as an attractive destination

- Private sector partners have increased for WEF Davos and so has the adoption of messaging by Team SA
- Nation Brand Forum has grown to include participants from the continent (addressing the Brand Africa stereotypes)
- Private sector consistently supporting domestic activities (Old Mutual)
- Improved alignment to nation brand positioning by Government partners
- Brand SA strategic role in leading integrated communication and eg, JSOC, & supporting the development of Country Investment

Challenges

- On Boarding more corporate partners to support financially & in kind.
- Strategi Civil Society partners at international level.
- Top of mind awareness of Brand SA capabilities in playing a supportive role in positioning of South Africa, leveraging key international platforms.

SAB, NASPERS, ANGLO-AMERICAN, OLD MUTUAL, ABSA, STANDARD BANK, MULTICHOICE





Play Your Part

OUTCOME 3: INCREASED NATION BRAND ADVOCACY AND ACTIVE CITIZENSHIP

PROMOTING ACTIVE CITIZENSHIP AND SOCIAL COHESION

Addressing Domestic Priorities and Promoting Active Citizenship	South African Expats rallying behind the Nation Brand	Challenges	strategy has been refined to address areas
 Play Your Part (PYP) role in contributing towards NDP Targets. The PYP Ambassador programme has over 300 PYP Ambassadors. The Constitutional Awareness programme contributes to Priority 6. 	 The PYP Advocacy programme has thus far promoted entrepreneurship, locally produced products, innovation in health and academic institutions. Global South Africans (GSA) community has grown over the years. 	 Awareness levels of the Play Your Part programme have dropped to 24 % due to reprioritization of mandate funding (70% international vs 30% domestic) Recovery from impact of COVID Revival & articulation of South African ideology has delayed. 	that will leave citizens inspired

NEEDS IMPROVEMENT

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Engagement (Social Media)

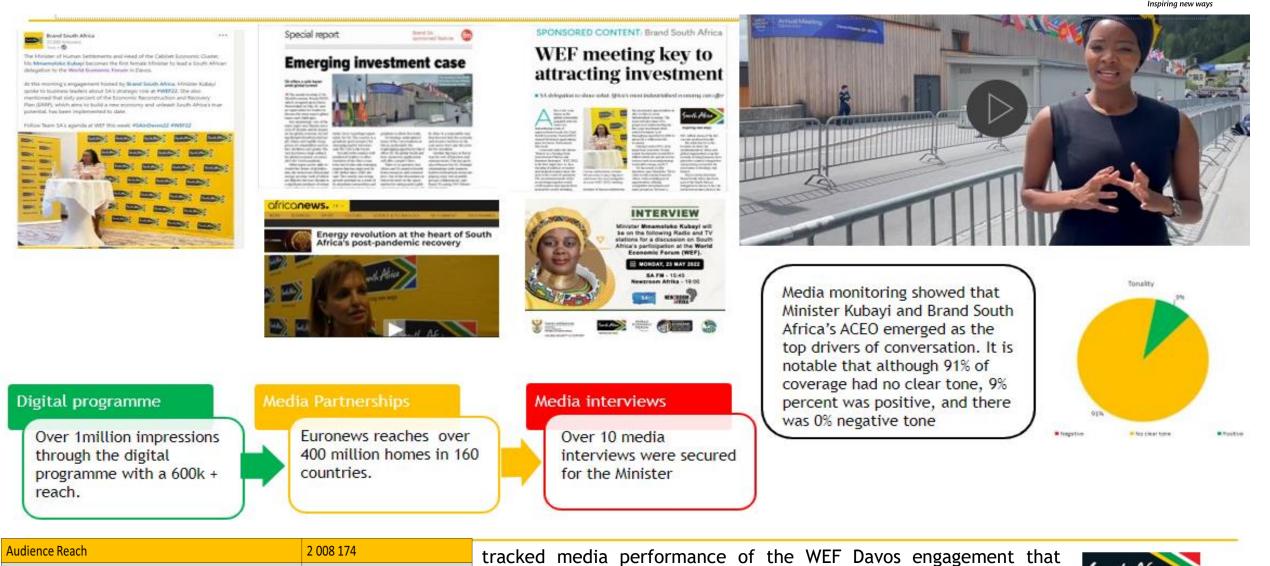
Video Views

248 706

99 913

WEF DAVOS





Twitter, Instagram and YouTube).

were on television, radio and social media platforms (Facebook,

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ENHANCED IN MARKET PROGRAMME



Brand South Africa successfully implemented the series of activities in China, USA and the UK over the years. Key achievements include, the introduction of a Global South Africans programme in the China, Pop-Up Store promoting Wines of South Africa, **Business Seminars**, ongoing marketing & communications programme.







Birmingham 2022 Commonwealth Games legacy: Enhancing West Midlands - Africa more tools fo conomic relations

Twitter launches 'Location Spotlight', offers more tools for professionals

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DIGITAL PLATFORMS & TARGETED MEDIA



Home COVID-19 Sections - Analysis Magazine Events Newsletters ALM Scholars Program

Press Release Recent Stories Global Leaders Extol Late Nelson Mandela's Leadership Legacies



Dr Esther Mahlangu is globally acclaimed for her bright

design that is traditionally used for decorating houses

and bold abstract paintings, inspired by Ndebele design. She is the first person to reimagine Ndebele

Birmingham 2022 Commonwealth Games Heritage: Enhancing the West Midlands - Africa Economic Relations

Erin Edwards - August 23, 2022







The African Business Chamber (AFBC) hosted the annual Midlands - Africa Business Forum 2022 in Birminoham, coinciding with the Birmingham 2022 Commonwealth Games to "unlock economic, trade, investment, tourism and cultural ties and drive sustainable development." for " under the subject





Expo2020_TeamSA The Official page of Team South Africa participating at Expo 2020 Dubai UAE. Public Relations & Communications - Johannesburg, Gauteng - 56 followers

Analytics Invite Connections To Follow Start a post Last 30 day activity 100/100 credits available 🚱 57 ▲ 1,800% Write article Photo Unique visitors





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24 posts 143 followers 4 following

Team South Africa

















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@TeamSA Expo2020

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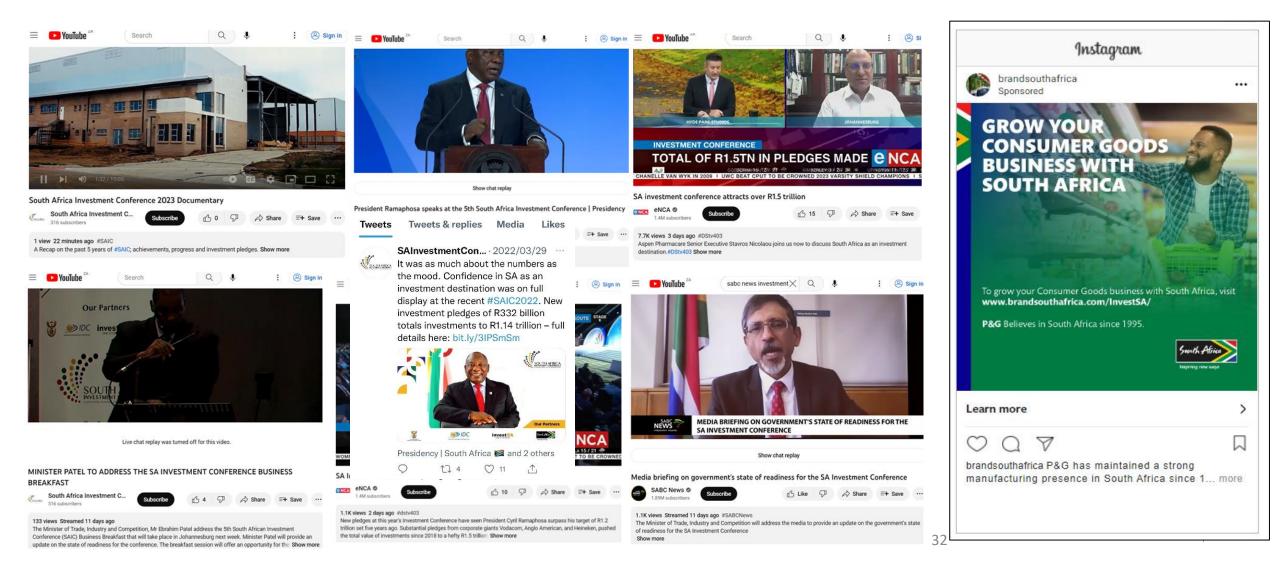


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SUPPORT TO THE COUNTRY INVESTMENT DRIVE



BRAND South Africa



MOBILISING SOUTH AFRICANS TO RALLY BEHIND THE NATION BRAND

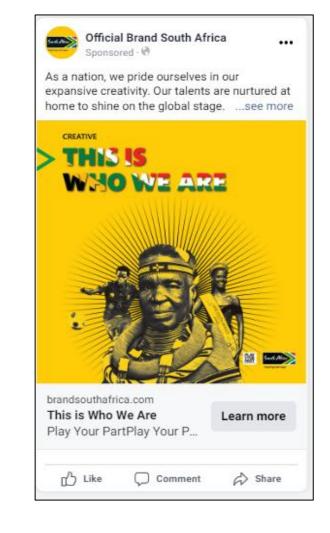


We are a generation inspired by the thousands of brave women who stood against injustice and became an inspiration for young girls and women everywhere. An enduring reminder that 'wa thinta abazafi, wa thinta imbokodo - you strike a woman, you strike a rock.' This is who we are. South African.

brandsouthafrica.com #BelieveInSA







 Building pride and articulate South African values.

WHO WE ARE

AUGUST 9 RESPECT

We are a generation inspired by the thousands of brave women who stood against injustice and became an inspiration for young girls and women everywhere. An enduring reminder that 'wa thinta abazafi, wa thinta imbokodo you strike a woman, you strike a rock.' **This is who we are. South African.**

brandsouthafrica.com #BelieveInSA



PLAY YOUR PART ATTRACTED OVER 300 AMBASSADORS







BRAND South Africa

PLAY YOUR PART ATTRACTED OVER 300 AMBASSADORS







BRAND South Africa NATION BRAND FORUM



Message from the Presidency

Ms Pinky Kekana - Deputy Minister in the Presidency

"South Africats image over the years has evolved and has come of age. The aparthed or a hold right a negative image that was becarebinted by some of the problems inherized from that era: arms, unemployment, povery and AUDS. Yet even that, there were plotty of positives which rockee for kes publicity: a progressive Constitution and Bill of Right, a monoth brausable to demonary, throng econsmit fundamentals, world-class investment destination, a well-alveloped infraturulur, a tourist worlder and a regional leader of constitution are for all enough infraturulur, a tourist worlder and a regional leader of constitution are for the progression.

This forum is such a great opportunity for all of as to meet and callaborate in finding ways that help at enginen that image. While South Africa has been proactively dealing with issues of intequality and an identity or all since 1994. (COVID-19 has further revealed major intequality, and the capanding gap between the rich and poor, expering daving situse that how challenged us to the extern as a nation.

However, while the world came dose to a complete standstill, due to COVID 19, South Aprica remained hard at work on writing the country's new investment stary and remains committed to President Ramaphosa's five-year investment target of over R0 trillion."

There is an opportunity for collaboration between the public and private sector to find ways to rebuild South Africa's economy. South Africa unvelocit is Reconstruction and Recovery Plan and at the CoURD-19 pandemia on Octobe 2008. The plan contains many practical initiatives which together, should approve the underlying investment environment and undox greatery planetion and patter economic growth. South Africa's not defined by our worst moments. We are a resident nation. We unde its moment of anise."

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International Perspective: His Excellency, Wamkele Mene

Session Objectives

- Reflect on Africa's current progress in relation to the implementation of the ACETA and hose countries such as South Africa can unlock the trade, investment and business possibilities presented by the ACETA for recovery and growth.
- Reflect on how African countries can capitalise on the transactious trade and investment opportunities presented by the ACETA.
- Identify key challenges, opportunities, and priorities, by countries such as South Africa, for delivering inlagation in the context of implementation of the AFGFTA.
- Interceptie how leading/Artican economies like South Africa can position thermalive using the ARCFIA to lead in the rebuilding and recovery of African countries pod the candemic.

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International/Tempective: HtsSacoleoncy/Warrikele/Mene 42

Official Brand South Africa 23 September at 04:31 - G

NATION BRAND FORUM | Join Phuthi Mahanyele-Dabengwa, CEO of Naspers South Africa, at the 5th Nation Brand Forum, on the 26th of September 2021, and play your part to help rebuild South Africa and a new economy in a new global reality.

Join the conversation, register here: https://fal.on/3imo #NBF21 #BolieveInSA











Nation Brand Forum 3







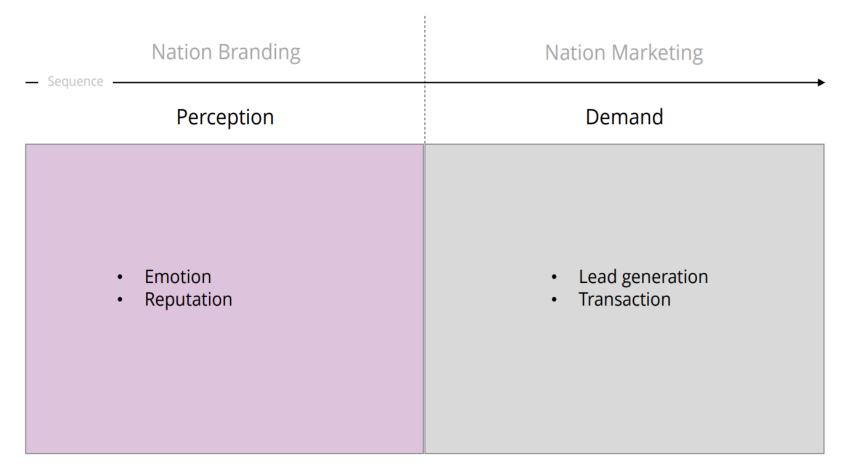
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IMPACT MEASURES



DISTINCT ROLE OF BRAND SOUTH AFRICA





Brand South Africa

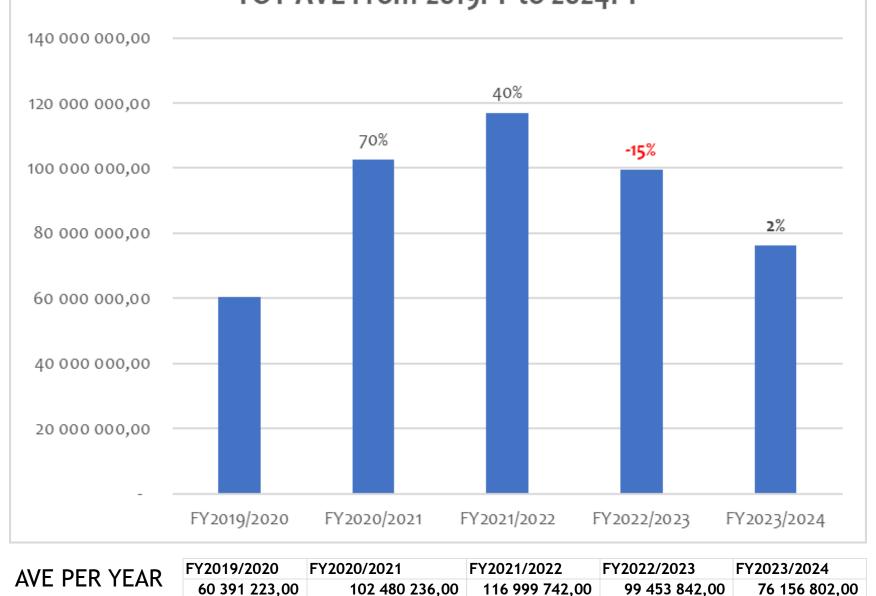
Tourism & Investment agencies



ADVERTISING VALUE EQUIVALENT (AVE)



YOY AVE From 2019FY to 2024FY



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NATION BRAND DOMESTIC PERCEPTIONS INDICATORS







BRAND South Africa NATION BRAND DOMESTIC PERCEPTIONS INDICATORS



Social cohesion, characterized by horizontal unity among citizens, demonstrates a consistent upward trend year-on-year, particularly evident during challenging periods like the COVID-19 pandemic. Concurrently, vertical cohesion between the populace and the state is intensifying, driven by the government's sustained provision of essential services, social welfare programs, and income protection initiatives.

National Pride has been on an upward trajectory since emerging from the pandemic, resilient even amidst political, social, and economic uncertainties. This ascent is propelled by government-led international diplomacy, robust global human rights advocacy, structural reform programs, and notable achievements such as winning the Rugby World Cup, securing third place at the Africa Cup of Nations, and impressive performances in the Cricket World Cup.

Active Citizenship serves as a practical manifestation of caring, nurturing, and creating opportunities to enhance communal wellbeing. It involves proactively engaging in activities aimed at improving circumstances within communities or other social circles, leveraging available resources to bring about positive change. Since Covid-19 it has also been on an upward trend buoyed by people engaging in community upliftment projects and government community programmes,

INCREASING IMPROVEMENT IN NATION BRAND SOCIAL CONSTRUCTS*

Social Cohesion

Active Citizenship

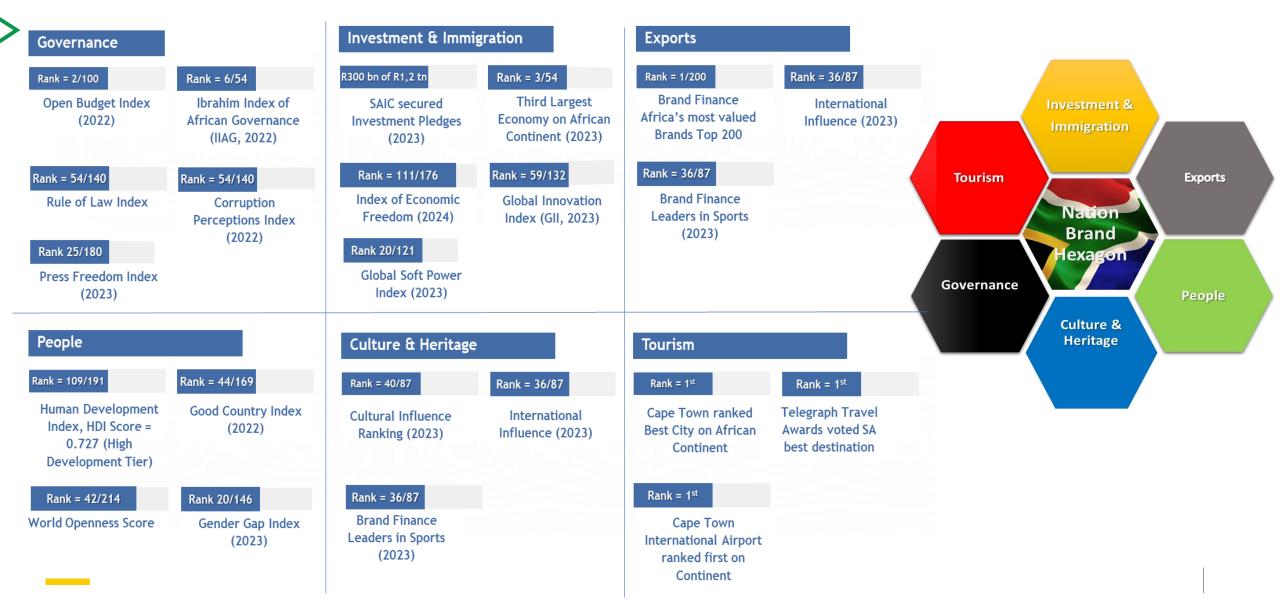
National Pride



BRAND South Africa

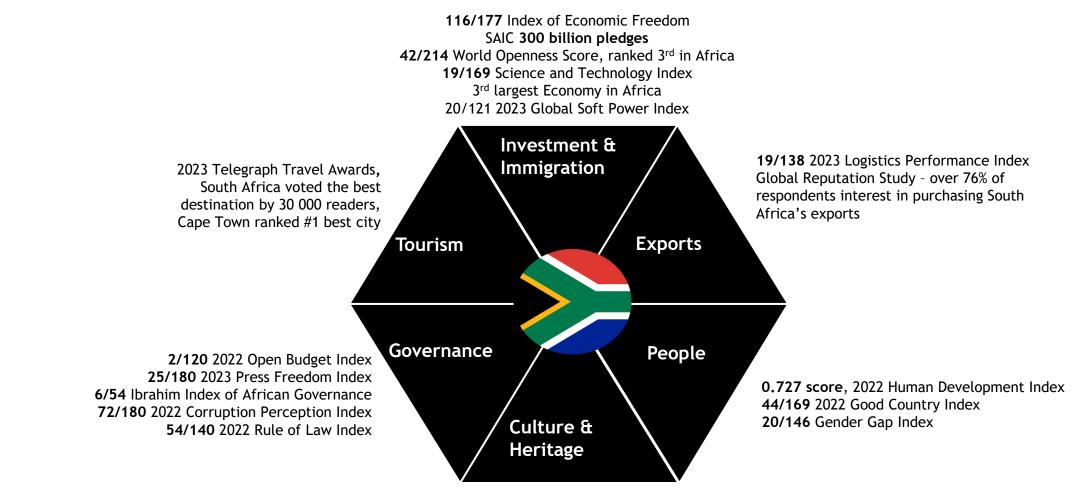
NATION BRAND GLOBAL PEFORMANCE INDICATORS







NATION BRAND GLOBAL PEFORMANCE INDICATORS



Scored 3.54 above the 3.5 love mark (applied desirable rank of perception for familiar/non-familiars) - Global Reputation Study 40/87 Cultural Influence, ranked 3rd in Africa 36/87 International Influence 21/121 Brand Finance Leaders in Sport

THANK YOU