



**BRAND SOUTH AFRICA**  
**ANNUAL PERFORMANCE PLAN**  
**FOR**  
**2024/25**

**Final - 31 January 2024**

To obtain additional copies of this document please contact:

**BRAND SOUTH AFRICA**

103 Central Street  
Houghton  
Johannesburg, Gauteng  
2041

Tel: +27 (0)11 483 0122

Tel: +27 (0)71 041 7834

Web: [www.brandsouthafrica.com](http://www.brandsouthafrica.com)

## EXECUTIVE AUTHORITY STATEMENT

The annual performance plan is aimed at helping to set the strategic agenda to strengthen a road map for Brand South Africa for the duration of its five-year strategic plan for 2020/21-2024/25.

This year being the last year of the five-year strategic plan, is an opportunity to reflect, and implement the last and what should be the most impactful execution for the successful completion of the aspirations encapsulated in the five-year strategic plan.

I am pleased that Brand South Africa has demonstrated consistency in its application of the theory of change approach. The plan provides an outlook of how the activities undertaken will contribute to a chain of results that lead to the intended impacts and, in this instance, how the planned activities will positively contribute towards advancing South Africa's international positioning while managing the reputation and attractiveness of the South African nation brand.

It sets out the environmental analysis, required outcomes, strategic goals, and objectives in terms of its mandate. Nation brand across the globe is in competition to attract investment, tourism, students, entrepreneurs, international sporting, and cultural events, as well as to get the desired attention of global media. Nation branding has proven to be the most effective method for any country to achieve sustainable development and to compete in the global market space. Brand South Africa's mandate of managing the country's image and reputation is an essential factor for achieving national priorities and development.

Working with likeminded and strategic stakeholders, Brand South Africa, has placed our country in an ideal position to attract foreign investment, international tourists, academia, critical skills, and make a significant contribution to the pressing socio-economic imperatives of job creation and enhanced gross domestic product (GDP) for our country. Global reputation studies have shown us that when the global investment community has positive association and image about our country, there will be an increased and noticeable reception to do business with South Africa.

Brand South Africa will continue to do the work of articulating the Nation Brand identity, mobilise South Africans and stakeholders, to rally behind the Nation Brand, for the purpose

of executing a unified and consistent Nation Brand, in terms of message alignment and experience.

The core message of the Sixth Administration is that we should “*Leave No One Behind*”. *To this end*, GCIS, bears the duty for a system that provides delivery and coordination of government communications and empowering our citizens with information.

Leaving no one behind means that Brand South Africa must develop and promote campaigns that are meaningful to South Africa’s efforts and initiatives, whether from regional or international strategic platforms. Addressing socio-economic challenges, such as poverty, inequalities, and youth unemployment, which pose a risk to economic growth and aggravates social fragmentation is also at the centre of what the core message of this administration.

Brand South Africa’s primary objective is to develop and implement proactive and coordinated reputation management, communications, and marketing strategies for South Africa to attract investment, trade, and tourism. The entity will continue to focus on implementing activities that contribute to positively shaping South Africa’s image and reputation in line with the following strategic plan outcomes:

- Outcome 1: Improved reputation of Brand South Africa as an entity,
- Outcome 2: Increased attractiveness and thereby competitiveness of the Nation Brand.
- Outcome 3: Increased Nation Brand advocacy and active citizenship.
- Outcome 4: Aligned Nation Brand execution and experience domestically and internationally.

The key strategic role and take out of Brand South Africa in this annual performance plan is that:

- 1) Brand South Africa will continue to carry its mandate under the Ministry in the Presidency, and the Presidency is in the process of concluding the appointment of the Brand South Africa Board of Trustees.
- 2) Brand South Africa will provide strategic support in the narration of the **30 years of Democracy achievements and key highlights**.
- 3) It is imperative for the entity to contribute to the **reshaping of the national mood and harness societal goodwill**.

- 4) Brand South Africa will develop a multifaceted strategy that will target specific regions as informed by the County Investment Strategy. This may also impact the allocation of resources in targeted markets.
- 5) Brand South Africa will have to be strategic in targeting audiences and key messengers, including South African missions abroad, for the delivery of the APP.
- 6) Brand South Africa is to play a strategic role in communicating outcomes emanating from the **Public Private Partnership** that has been established by the President to address the country's key challenges.
- 7) Brand South Africa has been working and will need to work **more closely with GCIS, MDDA and the economic cluster departments** in the implementation of their APP, to ensure it is aligned with the government's domestic and international programme based on the 9 priorities of this administration as priorities of future administrations to the successful completion of the strategic plan comes to an end.
- 8) There is a significantly elevated focus of the Brand South Africa mandate with regards to reputation management and international engagement on South Africa's key economic growth priorities.
- 9) This plan also sees Brand South Africa partnering even more, with concurring institutions which promote the Nation Brand in the continent and globally. It also answers to the need to reinforce and intensify collaboration with the private sector in reassuring the global investment community of South Africa's competency and belief that South Africa is an ideal investment destination.

During this year, Brand South Africa will continue to implement its very vital mandate of positioning South Africa internationally as a favourable destination for investment, tourism, and study, whilst promoting social cohesion domestically.



**Ms Khumbudzo Ntshavheni, MP**

**Minister in the Presidency**

## ACCOUNTING AUTHORITY STATEMENT

Post-COVID, global economic dynamics have shifted significantly, prompting nations to reassess their FDI competitiveness, reputations, and images. Across the world, countries are adapting to new economic realities and seizing emerging opportunities shaped by the pandemic. In the African continent, competition for FDI has intensified, with nations vying to enhance their attractiveness for investment and economic growth.

South Africa, with its unique socio-economic challenges and strengths, is faced with the task of improving its FDI appeal and competitiveness with the objective of addressing a myriad of socio-economic challenges faced by the country and its citizens, respectively. It became apparent to reflect on the challenges of the prior year which included slow economic growth, high unemployment level, high crime rate, high inflation rate thereby having a bold and brave approach to strategies that will be employed during 2024.

Nation branding, characterised by the strategic use of marketing techniques to enhance a country's global image, has gained prominence as a framework for achieving a competitive edge in the globalised economy. This is evident in countries such as Costa Rica and Estonia, who have emerged strong with focused positions and nation branding strategies (Bloom consultancy, 2022). Surprisingly the UAE has emerged as the strong Nation Brand post hosting Expo 2020 (Brand Finance) and this is indicative of the fact that focused and strategic initiatives to promote nation brand are imperative.

South Africa's ability to attract FDI holds immense significance for its economic growth and its leadership role on the African continent. It is therefore important that the Brand South Africa continues to utilise Simon Anholt framework to ensure continued, intentional efforts to influence the six pillars of the nation brand framework. In a study by Bloom, it was evident that the Nation Brand is currently enjoying a reputation score of 63 with the drivers being pillars of tourism, exports, business climate as well as culture and heritage.

For a brand to be successful, it has to be built inside out and this means that Brand South Africa will continue to play a pivotal role in mobilising South Africans and get them to buy-in to nation brand pride, active citizenship, and social cohesion. This will be achieved through the programme called Play Your Part, a movement created to effect a positive social change in South Africa. This programme will ensure that it harnesses the goodwill of citizens, amplifies a central idea that will be utilised to create a cohesive communication platform by likeminded stakeholders who continue to work hard to achieve a South Africa we can all

be proud of. The year 2024 marks an important milestone, 30 years of democracy and such Brand South Africa will amplify and augment a successful nation brand story in how the nation brand has shifted from 20 years ago. The organisation will further collaborate with various government stakeholders in delivering an impactful 30 years of democracy campaign.

Equally important, is a need for South Africa to strategically position the nation brand for inward investment and as a strategic partner in the delivery of AFCFTA. Therefore, there will be international activities that will ensure that South Africa is positioned as a desirable investment destination. Brand South Africa will elevate its stature and lead on select strategic international platforms with the intention of positively influencing the narrative, changing perception, and improving the tone and sentiments of the nation brand. To ensure optimal delivery of the APP objectives the organisation will focus on filling all critical positions and motivate for a structural review as it was last reviewed in 2014.

It is an absolute pleasure to present the 2024/25 performance plan which has taken into consideration national priorities, SONA priorities and national imperatives that will ensure that we achieve the two impact statements articulated in the 5-year strategic plan, a socially cohesive and a patriotic nation brand as well as a prosperous nation brand.



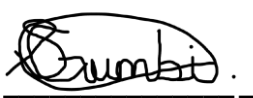
---

**Ms. Sithembile Ntombela**  
**Acting Chief Executive Officer**

**OFFICIAL SIGN-OFF**

It is hereby certified that this 2024/25 Annual Performance Plan:

- 1) Was developed by the Management team of Brand South Africa.
- 2) Takes into account all the relevant policies, legislation, and other mandates for which Brand South Africa is responsible.
- 3) Accurately reflects the outputs and targets which Brand South Africa will endeavour to achieve over the 2024/25 financial year.



Ms Lwandile Gumbi  
Acting Director: Corporate Services

Date: 31/01/2024



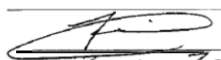
Ms Thoko Modise  
Acting Chief Marketing Officer

Date: 31 January 2024



Adv. Sifiso Nyoni  
Director: Governance, Legal and Board Secretariat

Date: 31/01/2024



Mr Zolile Zibi  
Acting Chief Financial Officer

31 January 2024

Date

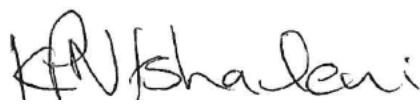
**APPROVED BY:**



Ms Sithembile Ntombela  
Acting Chief Executive Officer  
Accounting Officer

31 January 2024

Date



Ms Khumbudzo Ntshavheni, MP  
Minister in the Presidency  
Executive Authority

25 March 2024

Date



## ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Agreement
AGOA	African Growth and Opportunity Act
APP	Annual Performance Plan
B-BBEE	Broad-Based Black Economic Empowerment
BEE	Black Economic Empowerment
BRICS	Brazil, Russia, India, China, and South Africa
BSA	Brand South Africa
COVID-19	Novel Coronavirus Disease 2019
DIRCO	The Department of International Relations and Cooperation
DSAC	Department of Sport, Arts, and Culture
ERP	Enterprise Resource Planning
ERRP	Economic Reconstruction and Recovery Plan
Exco	Executive Committee / Executive Council
G20	Group of Twenty
GBV	Gender-based Violence
GBVF	Gender-based Violence and Femicide
GCIS	Government Communication and Information Services
GDP	Gross Domestic Product
GNI	Gross National Income
GSA	Global South Africans
HDI	Human Development Index
ICT	Information and Communications Technology
IT	Information Technology
LPI	2023 Logistics Performance Index
MOA/U	Memorandum of Agreement/Understanding
MTSF	Medium Term Strategic Framework 2019-2024 (Revised 2021)
NDP	National Development Plan, Vision 2030
NEET	Not in Employment, Education or Training
NGO	Non-governmental Organisation

---

PFMA	Public Financial Management Act (No.1 of 1999, as amended)
SADC	South African Development Community
SAFTA	South African Film and Television Awards
SAIC	South Africa Investment Conference
SDT	State Diamond Trader
The Constitution	Constitution of the Republic of South Africa (No. 108 of 1996)
The dtic	Department of Trade, Industry and Competition
US/USA	United States of America

---

## TABLE OF CONTENTS

EXECUTIVE AUTHORITY STATEMENT .....	3
ACCOUNTING AUTHORITY STATEMENT.....	6
OFFICIAL SIGN-OFF .....	8
ABBREVIATIONS AND ACRONYMS.....	9
<b>PART A: OUR MANDATE.....</b>	<b>13</b>
1. UPDATES TO LEGISLATIVE AND POLICY MANDATES.....	13
1.1. Updated Legislative Mandates .....	13
1.2. Updated Policy Mandates.....	15
2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES INFORMING FIVE-YEAR PLANNING.....	16
2.1. Positioning of Brand South Africa Incorporated.....	16
2.2. The Nation Brand Strategy .....	17
2.3. The Economic Reconstruction and Recovery Plan, 2020 .....	19
2.4. 2024/25 Budget Prioritisation Framework .....	21
2.5. Priorities from the Minister’s Performance Agreement.....	21
3. UPDATES TO RELEVANT COURT RULINGS .....	22
<b>PART B: OUR STRATEGIC FOCUS.....</b>	<b>23</b>
4. UPDATED SITUATIONAL ANALYSIS.....	25
4.1. External Environment Analysis.....	25
4.1.1. <i>An Environment of Global Flux</i> .....	25
4.1.2. <i>Nation Brand Performance</i> .....	27
4.1.3. <i>National pride, Social Cohesion, and Active Citizenship Performance</i> .....	43
4.2. Internal Environment Analysis .....	47
4.2.1. <i>Reflection on Brand South Africa and its Initiatives</i> .....	47
4.2.2. <i>Reflection on Brand South Africa’s Funding and Resource Allocation</i> .....	51
4.2.3. <i>Reflection on Brand South Africa’s Capacity and Capability</i> .....	52
4.2.4. <i>Reflection on Brand South Africa’s Stakeholder Management</i> .....	56
<b>PART C: MEASURING OUR PERFORMANCE.....</b>	<b>60</b>
1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION.....	60
1.1. Programme 1: Administration .....	61
1.1.1. <i>Programme 1: Purpose</i> .....	61
1.1.2. <i>Programme 1: Outcomes, Outputs, Output Indicators, and Targets</i> .....	62

1.1.3.	<i>Programme 1: Output Indicators: Annual and Quarterly Targets</i> .....	63
1.1.4.	<i>Programme 1: Explanation of Planned Performance over the Medium-Term Period</i> .....	65
1.1.5.	<i>Programme 1: Resource Considerations</i> .....	66
1.2.	<i>Programme 2: Brand, Marketing and Reputation Management</i> .....	67
1.2.1.	<i>Programme 2: Purpose</i> .....	67
1.2.2.	<i>Programme 2: Outcomes, Outputs, Output Indicators and Targets</i> .....	68
1.2.3.	<i>Programme 2: Output Indicators: Annual and Quarterly Targets</i> .....	71
1.2.4.	<i>Programme 2: Explanation of Planned Performance over the Medium-Term Period</i> .....	73
1.2.5.	<i>Programme 2: Resource Considerations</i> .....	75
1.3.	<i>Programme 3: Stakeholder Relationships</i> .....	76
1.3.1.	<i>Programme Purpose</i> .....	76
1.3.2.	<i>Programme 3: Outcomes, Outputs, Output Indicators and Targets</i> .....	77
1.3.3.	<i>Programme 3: Output Indicators: Annual and Quarterly Targets</i> .....	77
1.3.4.	<i>Programme 3: Explanation of Planned Performance over the Medium-Term Period</i> .....	78
1.3.5.	<i>Programme 3: Resource Considerations</i> .....	79
2.	UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN.....	79
3.	PUBLIC ENTITIES.....	81
4.	INFRASTRUCTURE PROJECTS.....	81
5.	PUBLIC / PRIVATE PARTNERSHIPS.....	81
	<b>PART D: TECHNICAL INDICATOR DESCRIPTIONS</b> .....	<b>82</b>
1.	PROGRAMME 1: ADMINISTRATION.....	82
2.	PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT.....	89
3.	PROGRAMME 3: STAKEHOLDER RELATIONSHIPS.....	98
	<b>ANNEXURES TO THE ANNUAL PERFORMANCE PLAN</b> .....	<b>99</b>
	ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN.....	99
	ANNEXURE B: CONDITIONAL GRANTS.....	99
	ANNEXURE C: CONSOLIDATED INDICATORS.....	99
	ANNEXURE D: DISTRICT DEVELOPMENT MODEL.....	99

**PART A: OUR MANDATE****1. UPDATES TO LEGISLATIVE AND POLICY MANDATES****1.1. UPDATED LEGISLATIVE MANDATES**

There are no updates to the legislative mandates presented in the 2020-2025 Strategic Plan, which reflects the following:

- 1) The provisions of the Constitution of the Republic of South Africa, 1996 (the Constitution):

Along with the Bill of Rights, the Constitution forms the legal foundation of a democratic South Africa, sets out the rights and duties of its citizens and defines the structure of the government.

All laws of the country must be consistent with the Constitution, and it further requires that all spheres of government work together to address poverty, underdevelopment, marginalisation of individuals and communities, and other legacies of Apartheid and discrimination.

In this light, all government institutions, entities, and municipalities ultimately derive their mandate from the Constitution.

- 2) Legislation and instruments articulating the mandate of Brand South Africa include:
  - a) The Trust Property Control Act No. 57 of 1988, in terms of which Brand South Africa is established as a trust with “the primary object to develop and implement proactive and coordinated marketing, communication, and reputation management strategies for South Africa”.

The Trust Deed guides the organisation to achieve this through:

- i) Developing and articulating a South African Nation Brand identity that will advance South Africa’s long-term positive reputation and global competitiveness.
- ii) Build individual and institutional Nation Brand alignment in South Africa to contribute towards pride and patriotism among South Africans.

- iii) Seek to build awareness and the image of the brand in other countries.
  - iv) 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.
  - b) The Public Finance Management Act (No. 1 of 1999, as amended) (PFMA), together with its regulations, lists Brand South Africa as a Schedule 3A National Public Entity, which is accountable to the Minister in The Presidency and to Parliament. All prescripts and regulations arising from the PFMA are applicable to its governance and operations.
- 3) Legislation informing the delivery of the core mandate:
- a) Various legislation pertaining to the governance and control environment and institutional arrangements.
  - b) All national and provincial legislation and regulations, and all municipal bylaws, applicable to Brand South Africa functions or the areas in which it operates.

In 2022 and 2023, two regulatory amendments have bearing on the operations of Brand South Africa, as follows:

- 1) With the aim of aligning the regulations with the Constitutional Court judgement of 30 May 2022, on 4 November 2022, the Minister of Finance gazetted the new **Preferential Procurement Regulations, 2022**, under the Preferential Procurement Policy Framework Act, 2000. Brand South Africa's supply chain management policy was updated to align with the new regulations and approved by the Accounting Officer on 25 August 2023.
- 2) The **amendments to the Employment Equity Act** were signed into law by the President on 14 April 2023, intended to promote transformation in the private sector. On 12 May 2023, the first set of regulations to implement the amendment was published for public comment, to come into effect on 1 September 2023. Brand South Africa will have to review its and human resources policies to ensure compliance with the new regulations once the Act is effective.

**1.2. UPDATED POLICY MANDATES**

There are no updates to the policy mandates presented in the 2020-2025 Strategic Plan, which reflects the following:

<p><b>The National Development Plan, Vision 2030 (NDP)</b></p>	<p>The NDP envisions an economy that provides full employment by 2030 and serves the needs of all South Africans from different racial, social, and economic backgrounds. As such, the economy will be more inclusive, grow faster, eliminate poverty, and reduce inequality.</p>
<p><b>Medium Term Strategic Framework 2019-2024 (MTSF) (Revised 2021)</b></p>	<p>In line with the electoral mandate and the seven priorities of the Sixth Administration, the MTSF sets targets for implementation of the priorities and interventions for the five-year period and states the outcomes and indicators to be monitored over the medium-term, as a milestone towards the achievement of the NDP.</p> <p>Brand South Africa’s primary line of sight to the MTSF is as follows:</p> <p><b>Priority 1: A capable, ethical, and developmental state.</b></p> <ul style="list-style-type: none"> <li>▪ Public value and trust, and</li> <li>▪ Active citizenry and partnerships in society.</li> </ul> <p><b>Priority 2: Economic transformation and job creation.</b></p> <ul style="list-style-type: none"> <li>▪ Unemployment reduced to 20% to 24% with 2 million new jobs, especially for youth.</li> <li>▪ Economic growth of 2% to 3%, and</li> <li>▪ Growth in levels of investment to 23% of GDP.</li> </ul> <p><b>Priority 6: Social cohesion and safe communities.</b></p> <ul style="list-style-type: none"> <li>▪ Fostering constitutional values.</li> <li>▪ Promoting social cohesion through increased interaction across space and class, and</li> <li>▪ Promoting active citizenry and leadership</li> </ul> <p><b>Priority 7: A better Africa and world.</b></p> <ul style="list-style-type: none"> <li>▪ Increased foreign direct investment.</li> <li>▪ Increased and diversified exports contributed to an export orientated economy, and</li> <li>▪ Increased regional and global integration.</li> </ul>

## 2. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES INFORMING FIVE-YEAR PLANNING

The 2020-2025 Strategic Plan and updated in the post-COVID-19 Annual Performance Plan (July 2021) revision, presents the key policies and strategies which inform and guide the focus and operations of Brand South Africa. These are updated as follows:

### 2.1. POSITIONING OF BRAND SOUTH AFRICA INCORPORATED

Place and destination branding has become increasingly relevant as consumers and investors continue to rely heavily on country images in making economic decisions. This is even more important as countries battle with the impact of the COVID-19 pandemic.

In order to provide context for the positioning of Brand South Africa, it is necessary to be reminded of the original motivation for the creation of the International Marketing Council (IMC) Inter-Ministerial Committee in 2001, which was later renamed Brand South Africa. The IMC was adopted by the Cabinet as a government initiative and, from inception, it was designed as a country partnership that included the business sector and civil society, supported by the broader South African public.

The South African Government responded to the need for the country to be positioned as an investment destination, partner in global governance, and to leverage a coherent and integrated Nation Brand to enable delivery on national strategic objectives. Twenty years later and in a post-pandemic recovery world, the need for a coherent, integrated, and impactful Nation Brand in a volatile global marketplace is more critical than ever.

Brand South Africa is, therefore, suitably positioned to undertake the following interventions:

- 1) Articulate who South Africa is (positioning, attractiveness, and competitive advantage).
- 2) Articulate who South Africans are (their values, behaviour, and character).
- 3) Lead and promote awareness, agreement, and alignment of brand promise: and
- 4) Influence policy direction.



**2.2. THE NATION BRAND STRATEGY**

The Trust Deed directs the mandate of Brand South Africa:

*To build South Africa’s Nation Brand reputation to improve South Africa’s global competitiveness.*

A key term contained in the mandate statement is “Nation Brand” which needs to be understood:

The concept of “Nation Brand” is essentially a composite construct that aims to present a coherent image and country message to domestic and international audiences.

Research studies devoted to identifying the reputational standings of nations, or Nation Brands, typically measure the reputation of a nation on six elements - known as the Nation Brand Hexagon.



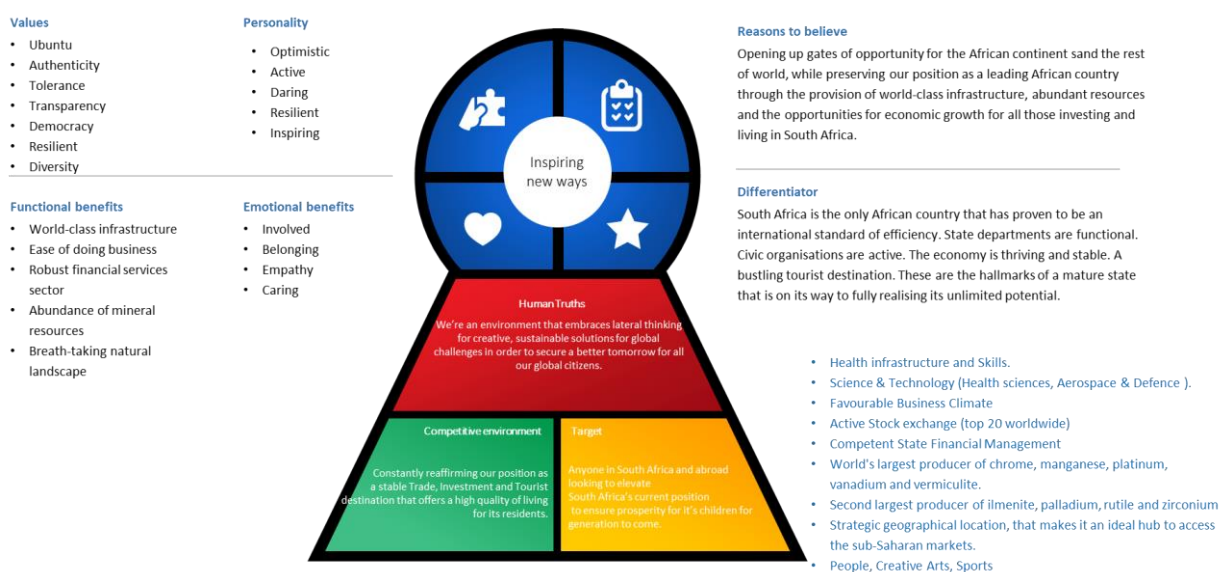
A Nation Brand encompasses all the attributes, strengths, and innovations that a nation offers the world in all its spheres of activity (business, arts, tourism, science and innovation, infrastructure, manufacturing, and governance), and depends on much more than government activity, policy, or leadership alone.

Building a Nation Brand is, therefore, a collective national effort and means that the reputation of a Nation Brand is determined by a multitude of activities driven by the citizens, businesses, universities, civil society, and government institutions.

Brand South Africa’s mandate to manage country’s reputation cannot be understated. It requires the organisation to clearly articulate the reputation, competitiveness, and perceptions of South Africa both domestically and internationally.

The Nation Brand strategy will transform the image of the country domestically and internationally through a unified vision, purpose, and promise. An integral role will be played by the public and private sector, media, and civil society in ensuring that there is alignment in the promotion of the Nation Brand to international audiences, as this impacts and shapes how the world perceives South Africa. Underpinning its brand strategy and messaging approach, the Brand South Africa Brand Key is as follows:

Figure 1: Brand South Africa brand key and positioning platform



The research conducted by the entity produces invaluable insights on the country’s reputation and is disseminated to relevant stakeholders in order to influence and inform policy decisions and ensure message alignment. This is what informs marketing, communications, and stakeholder interventions, which are developed by stakeholders.

Increased attractiveness and thereby competitiveness of the Nation Brand, is focused on showcasing the Nation Brand’s strengths, and attractiveness to improve its domestic and international image and reputation. It therefore elevates the country’s leadership role in global dynamics through its BRICS and the G20 memberships.

Research is an important and strategic function as it assists with providing insights on the country’s performance in the global south. It will offer substantiative evidence for buy-in into the attractiveness story of the Nation Brand leading to enhanced brand positioning. Regionally the messaging showcases strides made by South Africa for the continent not limited to the role of peacekeeping but positioning the continent through the successful

implementation of the AfCFTA which elevates imports and exports within the continent. These outputs all directly and collectively contribute to the outcome “*increasing attractiveness and thereby competitiveness of the Nation Brand.*” This, in turn, contributes directly to achieving impact: “*A prosperous Nation Brand.*”

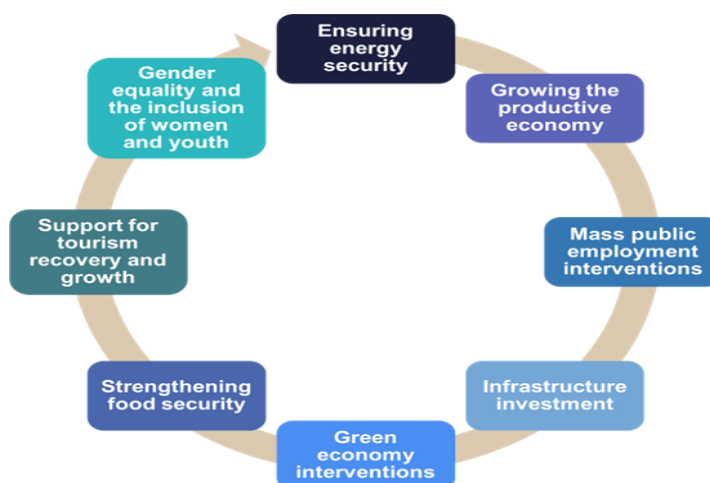
Notwithstanding the importance of positive stories to manage the country’s reputation, a country also needs to analyse and understand the challenges to its reputation. From issues of GBV, to perceptions of crime, corruption, and mismanagement, Brand South Africa must provide leadership in communicating how we are managing these challenges across the board (from government to business and to civil society), as these all affect the reputation of the country.

The organisation’s Domestic Programme remains imperative in addressing Nation Brand disablers, such as crime, GBV, racial tension, and hostility towards foreign nationals, poverty, inequality, and the high unemployment rate.

**2.3. THE ECONOMIC RECONSTRUCTION AND RECOVERY PLAN, 2020**

The Economic Reconstruction and Recovery Plan (ERRP) was published in late 2020, as the country’s plan for overall economic recovery after the COVID-19 pandemic. The ERRP builds on the common ground established by the social partners - government, labour, business, and community organisations.

Figure 2: Economic Reconstruction and Recovery Plan, 2020



Source: Economic Reconstruction and Recovery Plan, 2020

The ERRP aims to build a new economy and unleash South Africa's true potential. The overarching goal of the plan is to create a sustainable, resilient, and inclusive economy and aims to focus on priority areas:

- 1) Energy Security,
- 2) Increase the industrial base for job creation,
- 3) Mass public employment programme,
- 4) Infrastructure development,
- 5) Macroeconomic development,
- 6) Investing in the Green Economy,
- 7) Increasing food security,
- 8) Reviving the tourism sector.

There is a need for the alignment of the Brand South Africa strategic focus with regards to reputation management and international engagement on South Africa's key economic growth priorities, so that government can derive its return on investment on appropriated funds to the entity.

Brand South Africa must perform its critical function in maintaining and shaping the perception of the country, especially to mitigate the exposure of South Africa due to corruption and state capture.

To achieve this, the following needs to be done:

- 1) Economy building initiatives, such as infrastructure programmes, need to be promoted.
- 2) Brand South Africa needs to partner with like-minded institutions to promote South African strengths to the rest of the world.
- 3) Brand South Africa needs to appoint a capable workforce on all levels.

It is critical that Brand South Africa work more closely with GCIS and the economic cluster departments to ensure it is aligned with the government's international programme, based on the seven priorities of this administration and the priorities of future administrations.

## 2.4. 2024/25 BUDGET PRIORITISATION FRAMEWORK

The Annual Budget Prioritisation Framework continues to build on the stabilisation, recovery, and reconstruction efforts adopted through the ERRP 2020.

Over the 2024 medium-term, the fiscal stance is to achieve fiscal sustainability by reducing the budget deficit and stabilising the debt-to-GDP ratio. The focus is to identify savings within existing baselines, while protecting frontline service delivery. Additional allocations to a programme will need to be funded through reductions in another programme or through reprioritisation, either within the department or entity, or from other department or entity budgets.

## 2.5. PRIORITIES FROM THE MINISTER'S PERFORMANCE AGREEMENT

In April and May 2023, the President engaged with ministers individually to agree on three to five critical priorities in their respective portfolios for the remainder of the Sixth Administration. The Minister in The Presidency met with the President on 6 April 2023 to agree on the priorities for GCIS broadly, and for Brand South Africa.

In aligning with the Minister's priorities, the following priority areas inform the focus of Brand South Africa and this Annual Performance Plan for 2024/25:

- 1) Reshaping the national mood and harnessing societal goodwill:
  - a) Improving the Nation Brand positioning and brand reputation.
  - b) Implementing strategies that protect the Nation Brand reputation.
  - c) Consistently communicating the national priorities and focus on all messaging, with emphasis on just transition, food security, safer communities, fighting gender-based violence and femicide, and tackling crime and corruption.
  - d) Supporting the 30-Years of Democracy celebrations and campaign.
- 2) Promoting a better Africa and a better world:
  - a) Leveraging platforms to position South Africa as a preferred investment destination and supporting the South African investment drive.
  - b) Developing an integrated marketing, communication, and reputation programme for Team South Africa.

- c) Ensuring country brand visibility and articulating the Nation Brand value proposition.
  - d) Empowering stakeholders with Nation Brand performance insights - how South Africa performs against peer countries.
  - e) Leveraging strategic media partnerships to disseminate the country message.
- 3) Mobilising resources from outside of the fiscus.

### 3. UPDATES TO RELEVANT COURT RULINGS

There are no court judgements or rulings which have a bearing on the mandate and/or core operations of Brand South Africa.

**PART B: OUR STRATEGIC FOCUS**

In giving effect to the legislative and policy mandate outlined in Part A, the 2020-2025 Strategic Plan articulates the Brand South Africa’s strategic focus, namely, its vision, mission, and institutional values, as follows:

OUR VISION
<b>A Nation Brand that inspires the people and is admired globally</b>

OUR MISSION
<p><b>To be the authority on the Nation Brand and develop and implement proactive and coordinated marketing, communication, and reputation management strategies, by:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Developing and articulating a South African Nation Brand identity that will advance South Africa’s long-term positive reputation and global competitiveness.</b></li> <li>▪ <b>Seeking the involvement and cooperation of various stakeholders in building awareness and the image of the Nation Brand domestically and internationally.</b></li> <li>▪ <b>Seeking to build individual alignment to the Nation Brand in South Africa, and pride and patriotism amongst South Africans.</b></li> </ul>

OUR VALUES	
VALUE	WHAT IT MEANS IN PRACTICE
<b>Determination</b>	<ul style="list-style-type: none"> <li>▪ We are hungry to succeed, regardless the challenges. We keep our eye on the objective; we stay focused and persevere. We remain driven and keep going at it.</li> <li>▪ We always show a positive attitude and are motivated to achieve results. We work together as a team, we collaborate, and we communicate clearly. We always remember the goal because we have the same vision.</li> </ul>

OUR VALUES	
<b>Integrity</b>	<ul style="list-style-type: none"> <li>▪ We do the right thing regardless of whether it is popular or not. We mean what we say, and we do what we say. We consistently act with honesty, trustworthiness and ethically.</li> <li>▪ We consistently treat all people with respect and fulfil our promises and commitments to internal and external stakeholders. We are always honest, accountable, and truthful and we never accept bribes. We always stick to the rules.</li> </ul>
<b>Diversity</b>	<ul style="list-style-type: none"> <li>▪ We are open minded about our differences. We always try to find a way of working with the differences. We are accommodating and tolerating of diversity.</li> <li>▪ We appreciate diversity. We learn from each other’s strengths and integrate it into Brand South Africa to create a harmonious unity. We accept and tolerate people from various cultures and demographics for who they are.</li> </ul>
<b>Innovation</b>	<ul style="list-style-type: none"> <li>▪ We always find new ways of doing things, so that we can achieve better results. We stay ahead of the curve by being proactive and pre-emptive.</li> <li>▪ We have a constant desire to improve. No idea is too big or impossible. We are willing to adapt and adopt new thinking and are proactively developing new ideas.</li> </ul>
<b>Cooperation</b>	<ul style="list-style-type: none"> <li>▪ We collaborate efficiently and effectively with enough patience and understanding to achieve a common goal. We communicate clearly and adhere to set rules.</li> <li>▪ We have a can-do and resilient attitude. We understand the task at hand and take responsibility and accountability for our actions.</li> </ul>
<b>Ubuntu</b>	<ul style="list-style-type: none"> <li>▪ We show compassion, humanity, and humility. We are all in this together and we function as one.</li> </ul>



OUR VALUES	
	<ul style="list-style-type: none"> <li>▪ We are willing to reach out, uplift and show interest in our environment and country. We do this in a humble, motivating, warm, and kind spirit.</li> </ul>

## 4. UPDATED SITUATIONAL ANALYSIS

Brand South Africa executes its mandate and seeks to achieve its strategic intent in a complex environment impacted by global, regional, and subnational events. In turn, the organisation requires the correct institutional environment to enable delivery of its strategic intent.

### 4.1. EXTERNAL ENVIRONMENT ANALYSIS

#### 4.1.1. AN ENVIRONMENT OF GLOBAL FLUX

Globally, 2023 has seen increased fragmentation and political conflict, as the Russia-Ukraine conflict and its impact on internecine conflicts is felt, and as a result of the conflict’s concomitant impact on global oil prices and grain availability, which is causing increased inflation and food insecurity. Coups have been observed in Niger (July), Gabon (August), and in Burkina Faso, Mali, and Guinea Conakry in 2021 and 2022; while Russia’s regional weakness has seen Azerbaijan retake the Nagorno-Karabakh region in less than two days in September, routing Arminian supported forces. South Africa has condemned these coups in line with its position on unconstitutional alterations in power, with these countries all being suspended from the African Union. However, many do note the impacts of insecurity and dictatorship in influencing the great initial domestic support for these coups.

A slowdown in global economic growth is also being observed. This is increasingly leading to ‘friend shoring’, wherein investments are based on geopolitics as opposed to geographic supply chains, and impacted global monetary and fiscal policies, forcing tightening. The global inflation stands at between 6.5% and 7%, while global economic growth is predicted by the International Monetary Fund to hover around the 3% mark in 2023.

In the midst of this, South Africa has adeptly managed its position of neutrality, with the country leading an African initiative aimed at finding a solution in Russia-Ukraine, offering

to mediate between Palestine and the Israelis over the continued blockade of the Gaza strip, and being the venue for the mediations, which resulted in an agreement to end the then two-year-long conflict between the Ethiopian Government and Tigray People's Liberation Front in September 2022.

Pretoria also hosted a successful BRICS Summit in August, one which will see the bloc expand, engendering a situation of global multipolarity. South Africa's focus on the African continent and global south saw over 40 non-BRIC's heads of state attending the conference. Further, President Ramaphosa attended the G20 Summit in India in September, successfully lobbying for the African Union to be invited into the organisation. South Africa's neutral position on the Ukraine conflict was mirrored in the final declaration.

Further, South Africa has also maintained relations with its traditional trading partners amongst the United States and European Union and is slated to host the AGOA Summit in November 2023. Furthermore, in line with the move toward clean energy, the country concluded agreements with the Netherlands and Denmark on the formation of a billion-dollar Green Hydrogen Fund, while an agreement between Eskom and the Netherlands for the repurposing of the Grooetvlei Power Station was also signed. Further, Germany is also to assist south Africa in relation to the creation of green hydrogen markets and in linking technology to producers.

The success of South African diplomacy is indicated in the 2023 edition of the Global Soft Power Index, which saw South Africa increase its score by 2.3 points, with a significant 0.6-point increase in the international relations score, one that is likely to increase following the BRICS and AGOA summits.

Domestically, government's successes in tackling the energy security and logistics crisis has seen the International Monetary Fund recently increase its 2023 growth forecast for south Africa to 0.9%, up from 0.4% in the last report, with South Africa predicted to grow by 1.8% in 2024. The 5th edition of the South Africa investment conference, which saw South Africa raise over R300 billion in investments alludes to this, indicating that foreign countries and companies remain confident in the country's economy and policy environment.

Issues flagged include the global economic slowdown, growing international polarisation, especially around the emergence of China, and increasing conflicts and natural disasters caused by dictatorship and climate change respectively. Significantly, the 2022 census indicated that 2.4 million of the country's inhabitants are of foreign origin, with over a

million living in the country illegally. This number is only around 200 thousand more than the 2.2 million cited in the 2011 census. However, increased conflict may see many more flee to the country, especially as a consequence of South Africa's stage of economic development and comparative high quality of service provision.

Brand South Africa, as the custodian of the Nation Brand, has been at the forefront of developing and implementing comprehensive international and domestic programmes in collaboration with various stakeholders, including other government departments, the business sector, and civil society. These are strategically designed to bolster South Africa's image through the promotion of trade and investment, tourism, arts and culture, and our diverse and vibrant people.

One of our domestic flagship programmes 'Play Your Part' plays a pivotal role in fostering national pride, promoting active citizenship, and building social cohesion. Through various provincial and local initiatives, some implemented in collaboration with our Play Your Part Ambassadors, it extends its reach across all nine provinces. By engaging ordinary South Africans in initiatives that contribute to the overall betterment of our society, we encourage citizens to become active participants in shaping a positive narrative for our nation. Despite recent budget cuts, Brand SA remains steadfast in its commitment to executing impactful programmes and fulfilling our statutory mandate. We shall continue actively exploring innovative partnerships and collaborations to augment our efforts in promoting the image, reputation, and competitiveness of our beloved nation.

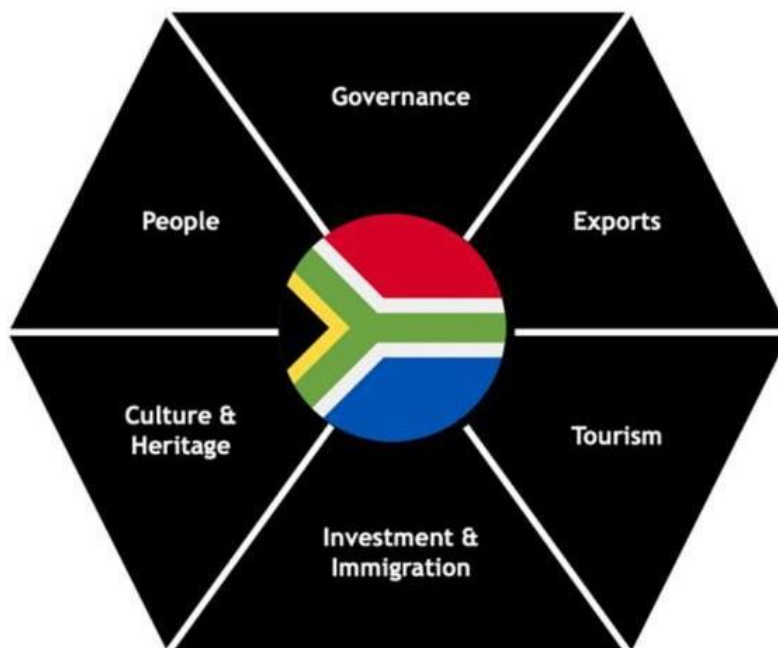
#### **4.1.2. NATION BRAND PERFORMANCE**

---

An integral part of the Brand South Africa mandate requires that we monitor and track South Africa's performance across a series of indicators that seek to reflect the country's competitive edge and reputation in a complex and highly competitive global environment.

Brand South Africa's strategy underscored the importance of diversifying creative content beyond traditional audiovisual materials. This involved the development of innovative thematic approaches, which were then showcased on various digital platforms. Throughout the fiscal year, the emphasis was placed on spotlighting South Africa's key strengths in alignment with the Nation Brand Hexagon pillars. Additionally, the strategy aimed to bolster investment efforts and tackle existing negative perceptions among the South African population.

Brand South Africa also tracks various indicators that align to the key quadrants of the Nation Brand Hexagon.



## GOVERNANCE

### 2022 Open Budget Index

The Open Budget Survey currently benchmarks 120 countries in the world according to their level of accountability in the national processes as the world's only comparative, independent, and regular assessment of transparency of three components of budget accountability at national level:

- 1) Transparency,
- 2) Oversight, and
- 3) Participation.

South Africa ranked 2/120 in the 2022 Budget Survey, maintaining its high ranking, led by Georgia occupying the first position. As one of the fastest developing countries in the African continent, South Africa is part of the 17 countries to publish the eight key documents required for adequate budget transparency and maintained its score at 100 for auditory oversight.

Figure 3: Top 10 performing countries in the 2022 Open Budget Survey



Source: 2022 Open Budget Survey

### 2023 Press Freedom Index

The 2023 Press Freedom Index is the 21<sup>st</sup> report published by Reporters Without Borders, themed “Journalism Threatened by Fake Content Industry”, benchmarking 180 countries to compare the level of press freedom enjoyed by journalists and media.

South Africa’s ranking in the 2023 Press Freedom Index improved to 25/180 countries compared to 35/180 countries in 2022. Further, the country boasts being one of the highest score holders in the region, backed by its well-established culture of investigative journalism.

Figure 4: South Africa’s Rankings in the 2022 and 2023 Press Freedom Index

Indicators	2023	2022
Overall	25/180	35/180
Political Indicator	81/180	29/180
Economic Indicator	43/180	33/180
Legislative Indicator	29/180	17/180
Social Indicator	13/180	37/180
Security Indicator	48/189	74/180

Source: 2023 Press Freedom Index

South Africa’s media freedom ranks second in the African continent, led by Namibia which is ranked 22/180 globally. Over the years, South Africa’s media freedom has played a pivotal role in constantly upholding and protecting the country’s democracy through journalism

being at the fore of conveying uncensored content to promote accountability and empowering citizens with information.

### 2022 Ibrahim Index of African Governance

The Ibrahim Index of African Governance is released biennial by the Mo Ibrahim Foundation as the most comprehensive dataset measuring African governance performance in 54 African countries from ranking, scores, and trends. The 2022 report is the 14<sup>th</sup> iteration which highlights that more than half of Africa’s population lives in a country where overall governance has improved between 2012 and 2021.

Similar to the 2020 report, South Africa maintained its ranking in 2022 at 6/54 African nations.

Figure 5: South Africa’s Ranking in the 2022 Ibrahim Index of African Governance

Indicators	2020	2022
Overall	6/54	6/54
Safety and Rule of Law	8/54	6/54
Participation and Human Rights	7/54	4/54
Foundations for Economic Opportunity	8/54	5/54
Human Development	9/54	9/54

*Source: 2020 and 2022 Ibrahim Index of African Governance Report.*

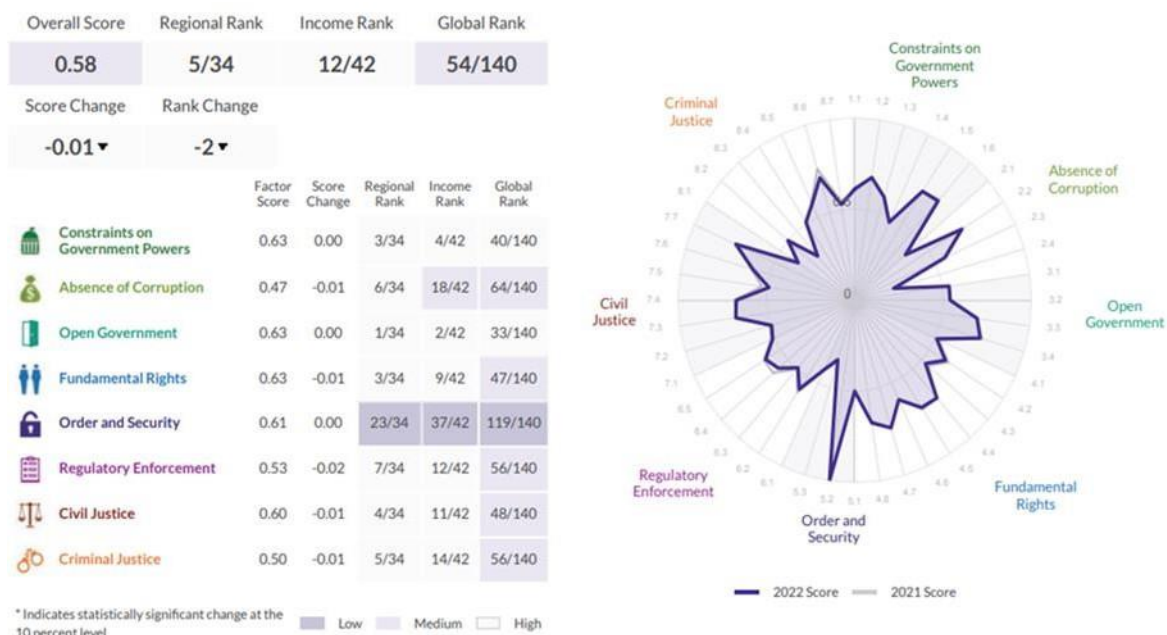
It is evident that South Africa has made progress in three of the four main categories. In repositioning the country’s Nation Brand identity and competitiveness, the improvements indicate that the country is moving in the right direction to remain as one of the fastest growing African countries and a competitive market in terms of governance processes and successes.

### 2022 Corruption Perceptions Index

Transparency International’s Corruption Perceptions Index has been published since 1995 by means of an aggregated measure of perceived corruption within the currently 180 benchmarked countries. The index has, over the years, been widely acclaimed as one of the most reliable and reputable measures of corruption globally.

South Africa ranked 72/180 countries, scoring 42/100 in the 2022 Corruption Perceptions Index. The country has improved its legislative and legal framework to counter future corruption, especially in empowering the National Prosecuting Authority. This will likely inhibit corruption in the impending years. However, for perceptions to be altered actions will need to be taken, especially against influential politicians and business people.

Figure 6: South Africa’s ranking in the 2022 Corruption Perceptions Index



Source: 2022 Corruption Perceptions Index

### 2022 Rule of Law Index

The Rule of Law Index is an annual report prepared by the World Justice Project. The 2022 report is the most recent instalment published by World Justice Project, measuring the rule of law in 140 economies based on the experiences and perceptions of the general public and in-country legal practitioners, including experts worldwide.

South Africa ranked 54/140 in the 2022 Rule of Law Index compared to 52/139 in the 2021 report. Although the country’s ranking declined by two points in 2022, it still remains in the “upper-middle income” category.

Figure 7: South Africa’s rankings in the 2021 and 2022 Rule of Law Index

South Africa’s Overall Ranking and pillars performance in the 2022 and 2021 Index		
Overall Ranking	54/140	53/139
1. Constraints on Government Powers	40	40
2. Absence of Corruption	64	65
3. Open Government	33	32
4. Fundamental Rights	47	45
5. Order and Security	119	118
6. Regulatory Enforcement	56	55
7. Civil Justice	48	47
8. Criminal Justice	56	53

Sources: 2022 Rule of Law Index and 2021 Rule of Law Index

The Rule of Law is one of the ‘founding values’ of our Republic. Chapter 1, Section 1(c) of the Constitution says that the Republic of South Africa is founded on the “supremacy of the Constitution and the rule of law”.

**PEOPLE**

**2022 Human Development Index**

The Human Development Index (HDI) measures each country’s social and economic development by combining three basic dimensions of human development -education, health, and Gross National Income (GNI) per capita. South Africa increase in rank in 2022 from 2020, which saw the country placed 114. In the 2021-22 version South Africa is ranked 109, despite scoring 0.014 less than the 0.727 overall score it achieved in 2019/20. The country’s score decreased in all the subindexes; life expectancy, for example, decreased by 1.7 years, while GNI saw a drop of over \$500. This is indicative of the fact that the Coronavirus drastically impacted the country, but that that this impact was less when compared to other countries globally. It is noteworthy that the report is weighted in a manner which allows it to represent the globe at the current moment, with mean scores adjusted to reflect current realities, hence South Africa’s increase in position despite decreases in the actual score and sub-indexes. In nearly three decades, South Africa’s HDI



has been improving. Between 1990 and 2019, its HDI value increased from 0.627 to 0.709, a 13.1% improvement.

Figure 8: South Africa ranked in the 2022 Human Development Index

Indicators	2020	2022
Overall	0.727	0.713
Life Expectancy	64.1	62.3
Education	13.8	13.6
GNI	12,903	12,451

Source: 2022 Human Development Index

The 2022 report made specific mention of the Funda Wande Education Programme and the Zamuk-Phila Women’s Community Project as examples of building resilience. Funda-Wande focuses on producing educational material in indigenous languages, while Zamuk-Phila is an example of cooperative formation for the process of self-sufficiency realisation.

### 2022 Good Country Index

The Good Country Index is a developmental indicator that is generally compiled in relation to what a country is able to do for its own citizens, to what standards do its domestic inhabitants live, the educational and employment opportunities afforded to citizens, and its size and strength. The Good Country Index measures this differently, by ranking its contribution to the world. Compiled by Simon Anholt, the index is released yearly, and essentially aims to “measure what each country on earth contributes to the common good of humanity and what it takes away, relative to its size.

In Version 1.4 of the index, South Africa ranked 41 out of the 153 countries included in the index. However, in the latest 1.5 edition, released on the 29 March 2022, the country dropped three positions to 44. It is noteworthy that the 2022 results (version 1.5) have seen 169 countries measured, up from the 153 in 2021, partially explaining the drop. This does mean that, comparatively, South Africa may have even enhanced its position in relation to the rest of the world, as more countries were represented in the 1.5 edition. Further, the 2022 index was compiled using mostly 2020 statistics, similar to the fact that the 2021 index used 2019 statistics; for accuracy purposes it will thus be referred to as the 2020 index and/or version 1.5.

Figure 9: South Africa’s rankings in the Good Country Index, 2014-2022

South Africa in the Good Country Index						
	Version 1.0 (2014)	Version 1.1 (2016)	Version 1.2 (2017)	Version 1.3 (2018)	Version 1.4 (2019)	Version 1.5 (2020)
Overall ranking	44/125	51/163	47/163	47/153	41/153	44/169
Science and Technology	29/125	26/163	25/163	18/153	26/153	19/169
Culture	60/125	79/163	65/163	57/153	58/153	48/169
International Peace and Security	15/125	1/163	2/163	3/153	14/153	38/169
World Order	31/125	33/163	25/163	23/153	20/153	22/169
Planet and Climate	102/125	143/163	150/163	124/153	114/153	127/169
Prosperity and Equity	121/125	160/163	114/163	93/153	96/153	79/169
Health and Wellbeing	56/125	36/163	56/163	85/153	35/153	62/169

Source: Good Country Index

### 2023 Gender Gap Index

The Gender Gap Report, published annually by the World Economic Forum seeks to assess the state of gender parity globally. It is seen as highly reputable, with little criticism of its objectives and methodology. Significantly the report seeks to understand gender gaps and limits itself from assessing issues around gender empowerment, and the levels of literacy and employment, etc. Further, it is an outcome-based measurement and does not assess the levels, amount, and intent of measures implemented. The report has been published annually since 2006, with the 2022/23 version seeing South Africa rank 20<sup>th</sup> out of the 146 countries measured. The Gender Gap Report measures the rate of gender parity using four key indicators, political empowerment, economic participation, health provision, and educational attainment. Significantly, the 2023 edition saw South Africa maintain its position, while enhancing its overall score by over 5 percentage points, with only three countries having done such. As per the 2023 report, South Africa has more gender parity than countries, such as Switzerland, Denmark, and Australia, amongst others. The country’s position amongst its main competitors has also largely remained unchanged. It is ranked

above India, China, Brazil Nigeria, and Egypt; however, it ranked behind Rwanda and Namibia continentally.

Figure 10: South Africa's Performance Measured

Measure	2023	2022
Overall	20/146	20/146
Economic Participation and Opportunity	81/146	92/146
Education Attainment	43/146	41/146
Health and Survival	29/146	32/146
Political Empowerment	13/146	12/146

*Source: 2023 Gender Gap Report*

The 2023 Gender Gap Report highlights South Africa's progress in narrowing its overall gender gap, alongside Namibia, Rwanda, and 13 other countries, all of which have successfully closed more than 70% of their gender gaps. Notably, South Africa ranks among the top three countries that have shown significant improvements in their overall scores, increasing by five percentage points, or more compared to the previous year. This commendable achievement places South Africa alongside Bolivia and El Salvador as frontrunners in advancing gender equality.

Important to note is that South Africa has a smaller gender gap than more developed countries, such as Switzerland, Australia, Denmark, and the United States of America, etc. This can be attributed to the countries progressive transformation policies. The Employment Equity Act (No. 55 of 1998) is designed to promote workplace equity and combat unfair discrimination. In pursuit of these objectives, the Broad-Based Black Economic Empowerment (B-BBEE) Policy stands out as a commendable legislation that has implemented significant measures to enhance the representation of women in managerial roles within the corporate sector. Furthermore, in the realm of Political Empowerment, the country ranks among the global leaders, securing an impressive position of 13th amongst all 146 countries.

## CULTURE AND HERITAGE

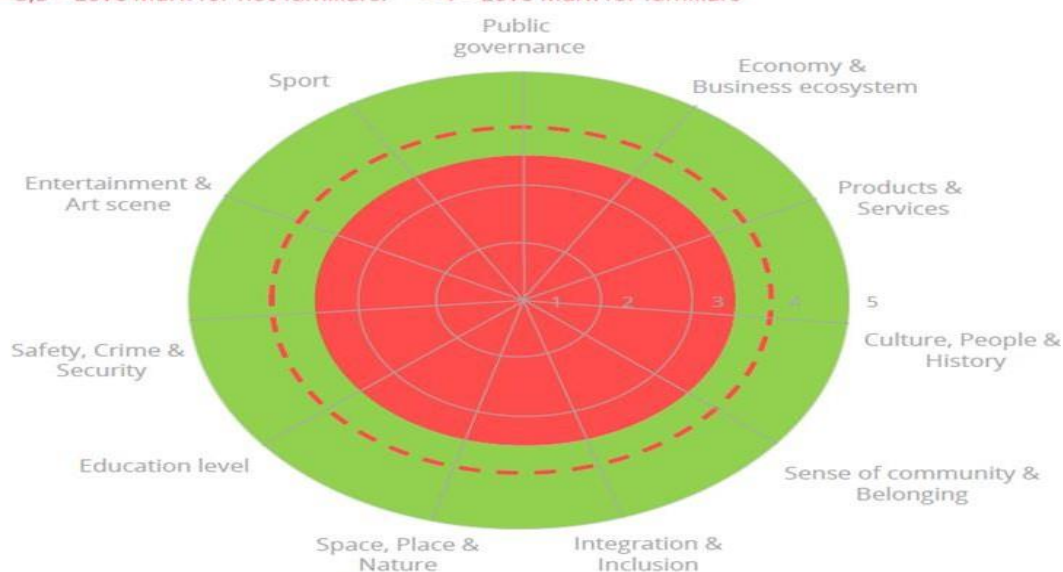
### Global Reputation Study

South Africa boasts 11 official languages, with the government recently approving Section 6 of the Constitution of the Republic of South Africa, 1996, be amended to include South African Sign Language as the 12<sup>th</sup> official language. Driven by the philosophy of Ubuntu and identified as a Rainbow Nation, the country has a strong foundation of culture and heritage embraced by citizens respectively across the nine provinces.

Due to the embraced culture and heritage in the country, there have been notable increases in social cohesion and active citizenship in the South African environment, significantly influencing the country’s reputation. This is backed by Brand South Africa’s Global Reputation Study indicating that culture and people scored 3.54 above the 3.5 love mark (applied desirable rank of perception for familiar/non-familiars).

Figure 11: Ranked Clouds and Love Marks

1 - Extremely negative 2 - Negative 3 - Moderately positive 4 - Positive 5 - Extremely positive  
 -3,5 - Love Mark for not-familiars. - 4 - Love Mark for familiars



Source: Global Reputation Study

The study further finds that searches by global citizens related to the country’s history were over 300 thousand in 2021, the South African cricket team receiving 880 thousand searches, and football receiving over 300 thousand searches. The sporting aspect is also a key determinant which aligns to the country’s culture and heritage, as South Africans pride themselves in sports.

## INVESTMENT AND IMMIGRATION

### South African Investment Conference (SAIC)

Global investment flows shrunk by over 12% in 2022 according to the World Bank, even amongst the developed worlds. The World Bank reports that foreign direct investment to South Africa fell to \$9 billion in 2022 from \$38 billion in 2021, mainly since countries are looking more inwardly, and as a result of energy and logistical constraints.

Government is working to address the challenges faced by the country through getting additional generation capacity through independent power producers and the embedded generation will exceed 9,200MW when they come online over the next few years. Government has also committed to promote an investment to GDP ratio of over 30%, with R 6 billion forecast for infrastructure investments by 2040, a third of which will be contributed by government. Additionally, government has signed agreements for the first three projects under Bid Window 5 of the Renewable Energy Independent Power Producer Procurement Programme. The three projects will focus on wind power generation and contribute 420MW of renewable energy to the national grid by end of 2024. Significantly, over 6,500 MW of renewables have already come online from over 110 independent power producer agreements in 7 bid windows since its inception.

It is noteworthy that, in real terms, investments in South Africa continue to remain high. The fifth instalment of the South Africa Investment Conference (SAIC) saw over R300 billion investment pledges raised, taking the total amount pledged to R1.51 trillion; 26% more than initially sought. During the SAIC, it was also announced that the 80 projects initiated during the 2022 SAIC totalled over R332 billion and that, of the total 1.16 amount announced by 2022, R300 billion had already been spent. Of the 152 investment announcements made previously, 45 projects have already been completed, while a further 57 projects are currently under construction.

### 2023 Index of Economic Freedom

The Index of Economic Freedom is an annual report, published by the Washington-based Heritage Foundation, and is now in its 29th year since first being released. Key in the assumptions of the foundation, is the notion that freer, more open markets lead to increased prosperity and higher standards of living. South Africa saw a decrease in its score by 0.5 points in the 2023 report, receiving 55.7. The country was ranked 116 of the 177 countries measured and scored as mostly unfree; a score under 50 is seen as unfree, 50-60 mostly

unfree, 60-70 moderately free, 70-80 mostly free, and those scoring over 80 are seen as free.

South Africa scored highly in relation to economic and trade freedoms, scoring 71.6 on labour freedom, 77.0 on monetary freedom, and 72.4 on the Trade Freedom Index, indicating an environment of especially civil freedoms and global multilateralism. The report notes the country's regulatory environment as inspiring entrepreneurship. The report pointed out fiscal health, judicial backlogs, and government inefficiencies as the greatest factors weighing the country down. Further, it also criticised the lack of property rights. It also cited labour market inflexibility and non-tariff barriers as also hampering investment. Worryingly, according to the report, government spending was scored at 67.3 (down from 68.1) and fiscal health fell to 5.9 from 8.1 the year before; South Africa is ranked 17<sup>th</sup> of the 47 countries ranked on the continent.

### **2022 Global Innovation Index and Inclusive Internet Index**

The 2023 Global Innovation Index tracks the most recent global innovation trends, using 80 variables. It reveals the most innovative economies in the world, ranking the innovation performance of around 132 economies, while highlighting innovation strengths and weaknesses. South Africa ranks 59/132 nations in the 2023 version of the Global Innovation Index, 2 positions higher when compared to 2022. The country ranks second in sub-Saharan Africa, only behind Mauritius, and is ranked 12<sup>th</sup> amongst the 33 upper-middle countries assessed. The Global Innovation Index notes that the country is performing above expectations for its income status, noting innovations in the business environment and the possession of skilled graduates. Inputs are noted as lower than outputs, indicating the need for more investment in the environment.

The 2022 Inclusive Internet Index (3i) is the sixth annual report developed by Economist Impact, commissioned by Meta. The report continues to provide a rigorous benchmark to measure, track, and assess country-level progress towards creating an accessible, affordable, and relevant Internet, which allows all to possess accessible and relevant information digitally. It also is a gauge of the results of South Africa's investment into the information and communication technology (ICT) sector. The country ranks 49/100 countries in the 2022 3i. Considering that 20 countries have been omitted from the index this year, South Africa's score is relatively stable, as it still remains in the top 50 compared to the 47/120 ranking in 2021. Moreover, the country still remains the highest ranking amongst the

sub-Saharan African countries. It ranks especially highly in the readiness category, ranking 21<sup>st</sup>.

These results are mirrored by the South African census, which reported that over 92% have access to cell phones, up from 32% in 2001; and 79% possess televisions, up from 52% in 2001. 79% of people, over 50 million, now have access to the internet, up from 35% in 2011. Further, 4G coverage sits at over 98%, with 5G coverage increasing to 20% in 2022, up from 7.5% a year earlier.

## VISA

South Africa concluded reciprocal visa waiver agreements with Kenya and Ghana, allowing for 90-day business and tourist access for Ghanaian and Kenyan citizens to South Africa. This is part of the country's attempt to enhance intra-African trade and tourism. South Africa also extended an exemption for people awaiting long-term visa extensions to remain in South Africa until the end of 2023.

## CENSUS

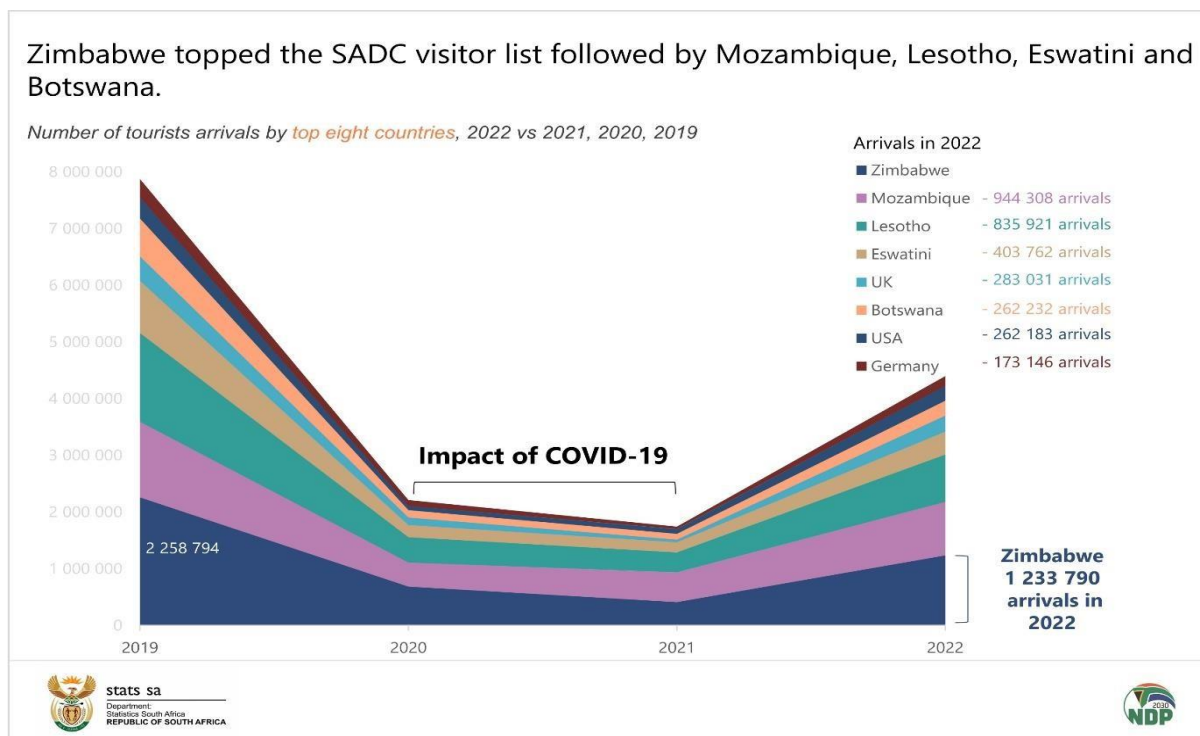
The 2022 South African census reveals that South Africa's population has grown by 11 million to 62 million over the past 11 years. The report finds that 2.4 million of these are foreign immigrants, with over a million being illegal. Information on the immigrants is less when compared to the rest of the census data, mainly since many were fearful of and were not provided a chance to complete the document.

## TOURISM

### Statistics South Africa: Tourism Figures

Tourism in South Africa contributes vastly to the country's economy and is an important source of revenue. According to Statistics South Africa, the industry contributed around 3.7% to the country's GDP prior to the COVID-19 pandemic. Further, it was responsible for around 4.7% of employment; the sector is larger than that of agriculture, gas, utilities, and even construction. The COVID-19 struggles have seen this number drop to 3.1%. However, according to Statistics South Africa, tourist numbers increased to 5.6 million in 2022, a 150% increase from 2021, but still only 44% of the pre-COVID-19 levels. Most tourists visiting the country came from the United States, United Kingdom, and Germany, with Zimbabwean tourists topping the list of continental tourists.

Figure 12: Data on Tourists Visting South Africa



Source: Statistics South Africa

The first six months of 2023 saw 4 million tourists, up from 2.3 million in the same period in 2022, a 78% increase. Over 3.5 million of these were from the African continent, more than double the 1.7 million during the same period in 2022. Between January and June 2023, the Australasia region (mainly comprised of Australia and New Zealand) recorded an increase of 141 % with 50,882 visitors coming from this region compared to 21,108 arrivals in the same period last year. Further, the Asian region almost doubled its figures with a 99.5% growth, from 47,912 to 95,596 visitors, while, Europe, the largest source of visitors outside Africa, also experienced solid growth of 66,8.1%, from 356,352 to 594,388 visitors when compared to the same period in 2022.

In addition, domestic tourism is up by 30%, with an increase in spend by 19%; the World Tourism Council predicts that the tourism may reach over 7.4% of GDP by 2030.

The country’s vast resources, stunning scenery, relatively cost-effective accommodation, and prominence saw it rank relatively high on tourism rankings and in relation to places promoted. The World Tourism Organisation ranked South Africa as third on the African continent in relation to the number of annual visitors.



## 2023 Telegraph

South Africa was voted as the greatest country in the world by nearly 30,000 tourists, replacing New Zealand. It is important to note that South Africa South Africa's tourism industry in the second largest contributor to the country's GDP, boasting beautiful landscapes.

## EXPORTS

South Africa's trade deficit increased to R31 billion in 2022, down from a positive balance in 2021. This was largely a result of the growth in the price of imports and a corresponding stagnation in the price of exports over the 2022 period. The countries main exports included platinum (13.7%), coal (11%), and iron ore (5.3%), with the top countries for South African exports including China, the United States, Germany, the United Kingdom, and India.

South African exports and products continue to be very positively perceived according to research carried out by Brand South Africa. The Global Reputation Study found that over 76% of surveyed individuals would be interested in purchasing South African exports, with some of the reasons highlighted including low operating costs (around 35%), appealing incentives (34%), and entrepreneurial activity as the main attractors. Natural resources (45%) and agriculture (30%) were seen as the country's main sectors by the individuals surveyed, with would-be investors more concerned about the political situation and COVID-19 than issues around electricity.

Further, around 120 thousand searches were conducted in relation to South African exports in 2021/22, with metals appearing in over 35 thousand of these searches. Exports were ranked as 3.39-5 according to the survey, with those more familiar ranking South African exports at 4.0. Crime and insecurity, however, remain impediments and were cited by over 21% of respondents and scored 2.5 in the overall comparison.

The World Competitiveness Yearbook, published annually, measures countries competitiveness using both hard data and by conversing the views of chief executive officers. The 2023 report saw Denmark rank first, followed by Ireland and Switzerland.

The report pointed to global recession, inflation, and geopolitical risk as key threats to competitiveness in the years ahead; a fact alluded to by the views of the chief executive officers surveyed; 65% of whom express fears over an economic slowdown, while 57% saw inflationary pressure and 41% global risk as the three largest challenges in the short term.

Despite South Africa's exports and products being perceived positively, the country's competitiveness remains a challenge. This was highlighted by the World Competitiveness Yearbook (2023), where South Africa's position dropped to 61<sup>st</sup> from 60<sup>th</sup> the year before. The report cited unemployment, government inefficiencies, infrastructural decay, and power cuts as hampering the country's growth potential. The report also cited the country's increased debt and the resultant limited fiscal flexibility as inhibiting competitiveness. South Africa dropped in three of the four pillars measured, with only business efficiency seeing a two-position rank increase to 54<sup>th</sup> from 56<sup>th</sup> the year prior. Further, South Africa ranked lower than all the BRICS countries measured and stood two places below fellow SADC member Botswana.

However, it is noteworthy that government has made provision for over 9,200MW of green energy to come on stream in the next few years, with over 6,500MW of renewables already coming online. Further, the NDP commits government to provide over R2 trillion to infrastructure by 2040. Moreover, in 2022, the country announced a National Infrastructure Plan, which runs up to 2050. The South African National Roads Agency Limited has announced a R40 billion-rand investment into road construction and rehabilitation. Further, the capacity of the Port Elizabeth Automotive Terminal has been doubled, while in line with the new National Rail policy, companies will be allowed to leverage Transnet's rail infrastructure.

### 2023 Logistics Performance Index

The 2023 Logistics Performance Index (LPI) is the seventh instalment published by the World Bank's Global Trade and Regional Integration Team in Trade, Investment, and Competition Group. Over the years, the LPI reports have been used as interactive benchmarking tools to assist countries in identifying opportunities and challenges they encounter in relation to performance in trade logistics and what can be done to improve their respective trade performance.

South Africa ranks 19/138 countries in the 2023 LPI compared to 29/167 in 2018, being the only country in the African continent among the top 20 countries globally.

Figure 13: South Africa in the 2018 and 2023 Logistics Performance Index

Measure	2023	2018
Overall	19/138	29/167

Customs	31/138	29/167
Infrastructure	30/138	28/167
International Shipments	14/138	26/167
Logistics Competence and Equality	20/138	-
Timeliness	25/138	31/167
Tracking and Tracing	23/138	30/167

Source: 2023 Logistics Performance Index

It is important to note that, although there are a number of challenges that are still encountered by the country both domestically and internationally, on average it takes about 5.3 days, including processing time, to get a container through a South African port. Competing countries like Mauritius take relatively 4.3 days, although South Africa still does better overall on the index, being advantaged by the top-class infrastructure, customs processes, and logistical processes. The current challenges the country is facing in terms of logistics did not hamper its satisfactory performances in both the global and continental landscapes.

#### 4.1.3. NATIONAL PRIDE, SOCIAL COHESION, AND ACTIVE CITIZENSHIP PERFORMANCE

##### NATIONAL PRIDE

National pride plays a crucial role in shaping the perception of a country and its achievements. It encompasses attitudes towards the overall country, specific accomplishments, and one's national identity. This broad spectrum of national perception captures the qualities and emotions associated with a nation, ranging from feelings of achievement to a sense of national pride derived from one's identity.

The concept of national pride involves a positive emotional connection to a nation's achievements and symbols. It can be measured by the extent to which individuals feel proud of their country. In psychology, pride is often classified into two facets:

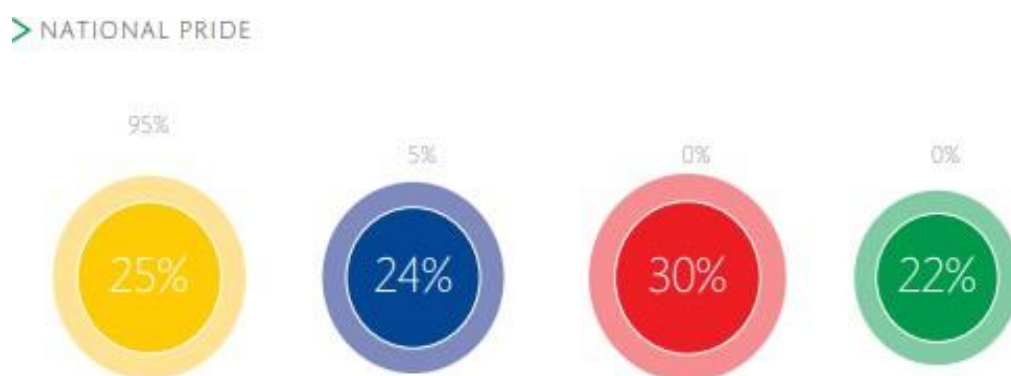
- 1) Authentic pride, characterised by prosocial behavior, confidence, and a sense of accomplishment, and
- 2) Hubristic pride, which is marked by antisocial tendencies, narcissism, and neuroticism.

Instances of national pride may exhibit elements of both facets depending on the specific context. Understanding and assessing the nuances of national pride provides valuable insights into the collective psyche and self-perception of a nation. By exploring these dimensions, we gain a deeper understanding of the attitudes and emotions that contribute to the overall perception of a country and its identity.

During the six-year period from 2017 to 2023, the concept of national pride in South Africa has undergone a process of consolidation. Initially comprising seven distinct clusters of association, these perceptions have now been streamlined into four cohesive categories.

- 1) Pride is motivated by the spirit of being South African: Ubuntu, diversity, innovation, possibility, and a uniqueness that is unmatched (yellow circle).
- 2) South Africa is recommended as a place to work, travel, study, and invest. Although less specific, it remains optimistic (purple circle).
- 3) South Africa's achievements, socially, politically, and economically both locally and internationally as a diverse nation (red circle).
- 4) South Africa is a place of great sport, arts, and science talent with beautiful natural spaces. There are concerns but these are proud moments (green circle).

Figure 14: National Pride Behavioural Groups Salience



\*Percentages: Salience | \*Percentages in Circles: Cluster Size |

Source: Domestic Perceptions Research Study

Among these categories, the overwhelming driver of national pride, resonating with 95% of the population, is the spirit of being South African. This deep-rooted sense of identity serves as the primary foundation for national pride. The remaining three categories revolve around specific aspects that contribute to this pride, including trade, achievements, and sport.

## ACTIVE CITIZENSHIP

The democratic significance of active citizenship is that *'neither democracy nor effective representation is possible until each participant devotes a measurable part of his life to furthering its existence'*. The two indicators of active citizenship flow from the following definition: individual participation and exercise of political, social, and civil rights.

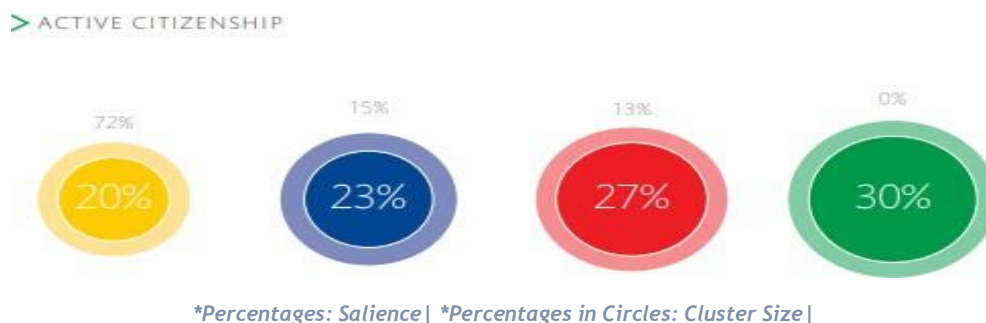
The indicators reflect engagement in politics, civil society, and communities, guided by the principles and values of democracy. Important to note is that active citizenship involves both vertical relationships: where citizens engage with the state, and horizontal relationships: where citizens engage with and among themselves.

Active citizenship spans a spectrum of actions, from minor individual contributions to broader national interventions. This multifaceted approach to participation highlights the importance of citizen involvement at various levels of society for the promotion of democratic values and active civic engagement.

Over the past six years, South Africans have demonstrated their responsiveness to evolving trends. Beginning in 2017 with a shared determination to make a difference, this commitment has evolved into a resolute and powerful dedication to the collective welfare, independent of government influence.

- 1) A positive and strong commitment to help others to improve circumstances as a collective. Standing strong on principles with limited government interaction (yellow circle).
- 2) The right to vote is the most important action. Accountability, independence, and social responsibility are activated and maintained at the ballot box (purple circle).
- 3) Community activities are well planned and coordinated. Actions are taken against bad elements. Cooperation between communities, politicians, and public services (red circle).
- 4) Community life is hard. Social, criminal, political and community fragmentation and degradation. Small groups protect and look after one another (green circle).

Figure 15: Active Citizenship Behavioural Groups Salience



Source: Domestic Perceptions Research Study

As observed from the different clusters, the clusters become progressively smaller and more vulnerable. The final cluster comprises small groups facing challenging circumstances, yet their unwavering commitment to supporting one another serves as a testament to the resilience and compassion of South Africans. It is a reminder of the everyday realities faced by individuals in our country, and their enduring spirit of mutual assistance and solidarity.

## SOCIAL COHESION

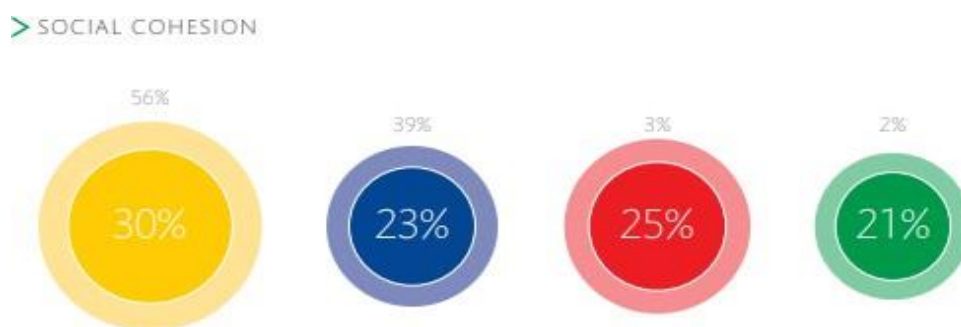
Perceptions of whether the locus of nationhood is the individual or a socially cohesive group are central to questions of social capital, the idea of value attributed to bonds between people, social networks, norms of reciprocity and trust, and the potential for securing benefits and solutions to problems through participation in a social network.

Definitions of social cohesion are diverse, sometimes contradictory, and often lacking specificity. Despite this, for the purposes of this book, social cohesion is broadly identified as *'the extent to which people are co-operative, within and across group boundaries, without coercion or purely self-interested motivation'*. More specifically, it is *'the degree of social integration and inclusion in communities and society at large, in the extent to which mutual solidarity finds expression among individuals and communities.'* Social cohesion is further divided between horizontal social cohesion (between people), and vertical social cohesion (between people and the state):

- 1) Confident in government services, processes, and the political system. Recognising opportunities but may feel discriminated against (yellow circle)
- 2) Vertical cohesion linked to public and social systems and structures. Value education, social security, and healthcare (purple circle)

- 3) Horizontal cohesion, feeling close to others, a sense of belonging and embrace diversity. Social rather than structural connection (red circle)
- 4) Aware of and often discuss inequality and the limited opportunities available to others (green circle)

Figure 16: **Social Cohesion** Behavioural Groups Saliency



\*Percentages: Saliency | \*Percentages in Circles: Cluster Size |

Source: Domestic Perceptions Research Study

During the period from 2017 to 2018, the ranking of attributes exhibited a similarity to the current year. However, between 2019 and 2021, the impact of the COVID-19 pandemic resulted in horizontal social cohesion taking precedence in the top rankings. The data also highlights a sense of vulnerability among individuals, with a recognised need for strong leadership to unite the nation. While horizontal cohesion still exists, it is observed to be fragmented and primarily among like-minded individuals. In the final cluster, there is a prevailing sense of disenfranchisement and isolation, compounded by numerous challenges faced by this group.

## 4.2. INTERNAL ENVIRONMENT ANALYSIS

### 4.2.1. REFLECTION ON BRAND SOUTH AFRICA AND ITS INITIATIVES

Through extensive research and analysis, the organisation diligently implements its mandate. By gathering valuable insights and understanding from research findings, the organisation is able to strategically enhance the attractiveness and competitiveness of the Nation Brand. Research guides the alignment of Nation Brand execution and experience, both within the country and on the international stage, ensuring a cohesive and effective

approach. Moreover, research-backed initiatives facilitate increased Nation Brand advocacy and active citizenship by identifying key areas of focus and engagement. Additionally, research plays a pivotal role in assessing and improving the reputation of Brand South Africa as an entity, providing data-driven strategies to strengthen its global image and credibility. Overall, research serves as the cornerstone, enabling the organisation to meticulously execute its mandate and achieve impactful outcomes.

## DOMESTIC MARKET

### Nation Brand Forum

The Nation Brand Forum is Brand South Africa's flagship annual forum to mobilise, engage, and collaborate with diverse stakeholders to shape a coherent agenda for a compelling Nation Brand image, reputation, and competitiveness. The 6th Nation Brand Forum, hosted over three days, was held under the theme, *"Grow with South Africa: An inclusive partnership to rebuild the economy and drive the nation's competitiveness,"* which provided a structured programme for local and foreign private sector businesses to drive sustainable economic growth, mobilise youth to address unemployment, and foster entrepreneurship. Additionally, the forum aimed to inspire stakeholders to actively contribute solutions for enhancing the long-term attractiveness of the Nation Brand, while exploring collaborative initiatives within Africa to bolster the positive African narrative and competitiveness, emphasising a holistic approach to national and continental development.

The 6th Nation Brand Forum was a resounding success, with a total of 1,364 participants, both online and physically, confirming the event's widespread reach and impact. On day one, 96 delegates attended in person, and an additional 672 viewers engaged through Facebook. Two roundtable discussions were attended by 52 participants, and 164 delegates participated in the main event on day three. Moreover, 380 individuals watched the main event via YouTube livestream on BizNews. In the days following the event, the Nation Brand Forum highlights package on the YouTube channel garnered an impressive 3,262 views, further amplifying the forum's influence and knowledge dissemination.

### Play Your Part Programme

Play Your Part Programme is a nationwide movement dedicated to inspiring, empowering, and celebrating active citizenship in South Africa. Through a range of activities, the Play



---

Your Part Programme aims to uplift the spirit of the nation by encouraging citizens to actively and positively contribute to meaningful change.

### **Play Your Part Academy**

Brand South Africa launched the Play Your Part Academy in January 2022, a vital initiative aimed at equipping local entrepreneurs with essential knowledge to either start a new business or enhance existing ones. In partnership with The Startup Tribe, this online academy introduced a free, mobile-friendly learning platform offering practical courses that consume minimal data. To date, the Play Your Part Academy has successfully registered nearly 1000 small businesses in South Africa. In recognition of its dedication and commitment to supporting the growth of small and medium-sized enterprises in South Africa, the academy received the Certificate of SME Support Excellence from World Cities.

### **Play Your Part Ignite**

Play Your Part successfully continued its commitment to nurturing economic growth in the country through the introduction of the Play Your Part Ignite Masterclasses. These sessions, designed to inspire budding entrepreneurs nationwide, provided mentorship led by industry professionals and a platform for participants to pitch their business ideas to a panel of judges. Notably, all sessions were hosted successfully, engaging over 500 students who participated in the Play Your Part Ignite Masterclasses. The initiative's social media and digital presence also achieved significant reach, totalling over 2,150,000, further amplifying the impact of these entrepreneurial mentorship sessions.

### **Play Your Part Advocacy**

Guided by the executive authority that the organisation should focus more of its mandate on positioning the brand on international platforms to international audiences. Brand South Africa utilised the Play Your Part Advocacy platform to engage international communities, particularly those investing in South Africa from regions, such as Asia, Americas, United Arab Emirates, Europe, and the continent. The organisation supported presidential state visits by integrating digital media campaigns before, during, and after these visits, aiming to raise awareness of the country profile and enhance the Nation Brand's image and reputation. Specifically, an Advocacy AV highlighting South African exports was broadcasted in key markets, including Japan, India, Malaysia, Uganda, Egypt, Nigeria, Saudi Arabia, United Arab

Emirates, and the United Kingdom, reaching a total of 2.8 million impressions across digital platforms.

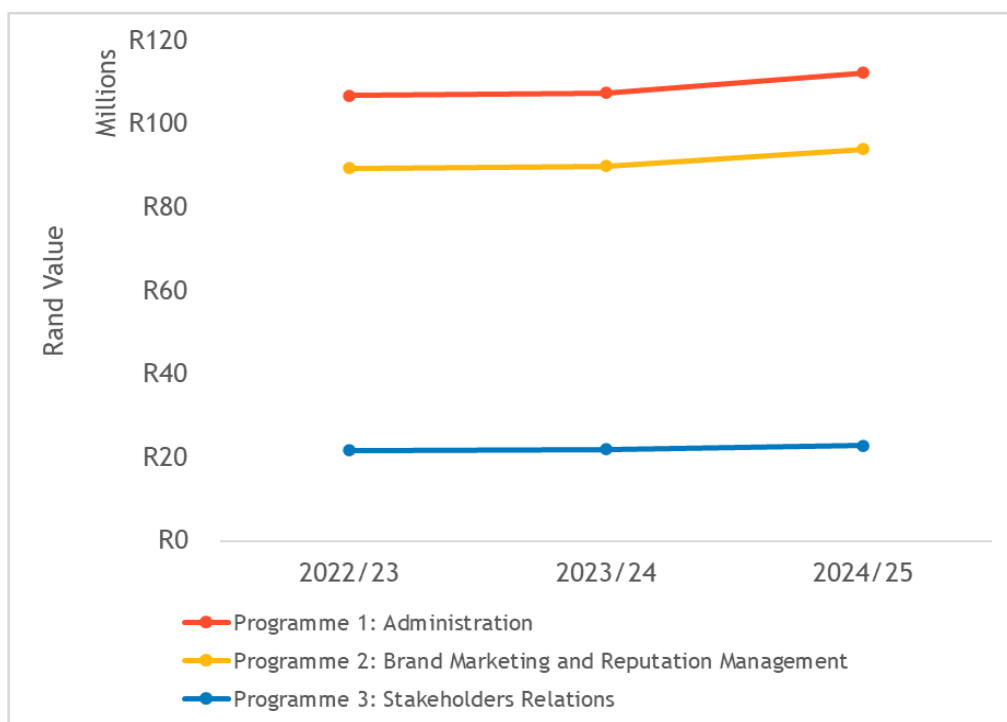
- Another key advocacy initiative worthy of mention was the “This is Who We Are” Campaign, which was run on digital, print, and radio platforms. The campaign was also translated into Zulu and Sotho, which assisted in expanding its reach. The campaign was promoted on Brand South Africa’s social media platforms (Facebook, Instagram, Twitter, and LinkedIn), and print and radio platforms during the 2022/23 fiscal and achieved 21,027,735 impressions, achieving an audience reach in excess of 8,893,668. Radio achieved a reach of 5,559,854 from the following radio channels Jacaranda FM, East Coast Gold, East Coast Radio, Cape Talk, Kaya FM, Gagasi FM, Metro FM, Talk Radio, Capricorn FM, and You FM. The print adverts were placed on City Press, Sunday World, and Daily Sun reaching 2,855,387 readers and 2,121,060 readers from the online circulations. It was also flighted on television on the following DSTV channels: Newzroom Afrika, DMS Breaking News, Moja Love, and Universal Channel with a combined estimated reach of over 5,000,000 views.
- The Study in SA AV, strategically designed to position South Africa as an academic hub, was launched with a targeted focus on the African Continent. Research indicates that a significant number of students studying in South Africa hail from African countries. The promotional campaign aimed to reach key audiences across the continent, achieving notable impressions as detailed in the following table.

<b>TOTALS</b>	Ad Impressions	Clicks	Click through rate	Video Completes
Tanzania	187 461	3221	0,95%	1417
Nigeria	200 863	8045	1,82%	2116
Kenya	502 765	10 812	1,27%	4552
Uganda	320 000	9733	0,80%	1435
Morocco	297 211	7202	0,79%	2625
Ghana	112 839	5024	0,99%	1107
Mozambique	200 487	6502	0,88%	2583
Botswana	208 149	4892	0,71%	2877
<b>Overall Totals:</b>	<b>2 029 775</b>	<b>55 431</b>	<b>0,90%</b>	<b>18 712</b>

**4.2.2. REFLECTION ON BRAND SOUTH AFRICA’S FUNDING AND RESOURCE ALLOCATION**

The figure below displays the budget analysis per programme over a three-year period from 2022/23 to 2024/25. The accumulated budget amounts to R218,122,000 for 2022/23, R219,526,000 for 2023/24, and R229,385,000 for 2024/25.

Figure 17: Budget allocation per programme



Brand South Africa’s five-year financial performance analysis from 2017/18 to 2021/22 shows that the budget declined by approximately 9% in real terms over the period. Brand South Africa’s financial performance is displayed in the figure below. Total revenue exceeds total expenses over the period.

Figure 18: Financial Performance, 2017/18 to 2021/22



Supply Chain Management will ensure compliance with procurement practices within legislative prescripts to prevent fruitless, wasteful, and irregular expenditure, and to ensure fair, equitable, transparent, competitive, and cost-effective procurement. Brand South Africa has formulated a B-BBEE Strategy to ensure an improved B-BBEE scorecard and verification certificate in accordance with legislation is achieved.

The entity is committed to economic growth by implementing measures to support the general industry and especially to advance the development of small, medium, and micro enterprises and historically disadvantaged individuals. Greater participation in the economy and more diversified representation is essential. Brand South Africa supports and promotes procurement where ownership of companies is vested in women, youth, and persons with disabilities. The entity’s procurement policy further promotes local enterprises in specific provinces, regions, local authorities or in rural areas, as well as products that are locally produced.

#### 4.2.3. REFLECTION ON BRAND SOUTH AFRICA’S CAPACITY AND CAPABILITY

Brand South Africa’s operating model comprises of three components: People, Process, and Technology. The effective interaction of these three components determines the degree to which the organisation can achieve its objectives and action its strategic plan.

---

## Human Capital Management

Brand South Africa has prioritised the empowerment of women and the youth through targeted developmental opportunities. In recruiting for the vacant positions Brand SA will follow its Policies and utilise the department of Labour database, who then assist the organisation to reach the targeted groups to increase the possibility of recruiting disabled persons.

The strategy to deploy resources to international Markets is aligned with the Nation Priorities as informed by the Country Investment Strategy. This means there will be a review process of deployment to ensure alignment.

Talent Engagement Survey is conducted every second year and this year will mark implementation of findings from 2023/24, to assess the effectiveness of the initiatives implemented.

## Risk

Brand South Africa continues to grapple the aftermath of the moratorium which was placed 2021/2022 on filling vacant positions within the organisation, which has resulted in a vacancy rate of close to 30%. The organisational target of a vacancy rate is no more than 10% against the approved organisational structure. Whilst the austerity measures as communicated by National Treasury have resulted in drastic budget cuts to the tune of R40 million in the 2024/25 financial year.

The following are the risks flagged at the backdrop of this APP delivery:-

- 1) Inability to review the organisational structure, which was last reviewed in 2014, which may also result in mitigation the gaps withing the workload, skills, utilising resources efficiently. Essentially the old structure no longer aligns with the current realities of Brand South Africa.
- 2) A negative impact on employee morale and wellbeing.

## Employment Equity

Brand South Africa finalised the Equity Analysis and is due to finalise a new Employment Equity Plan as the current two (2) year plan ends in quarter two of 2024/2025 financial period. The organisation has 39.28% African male and 51.79% African female representation. There is 1.79% Coloured male, 3.57% Coloured female, and 3.57% Indian male representation, as well 0% White male and female representation within the organisation.

The Recruitment and Selection Policy is currently in place aimed at ensuring that the recruiting managers ensure consideration of the organisations Employment Equity targets each time they embark on the recruitment and selection process.

## Gender

Due to the partial upliftment of the moratorium, the organisational Employment Equity targets were not met. The organisation has a total of 91.07% Africans, and the majority are women.

In terms of the national demographics, the target for African Women is 35.10% and the organisation achieved 51.79%, exceeding the national target by 16.69%. The organisation is overly subscribed with female employees at general level positions, as opposed to males.

The national target for African males is 42.80% and the organisation achieved 39.28%, with a difference of 3.52%, still to be achieved.

In terms of Coloured females, the national target is at 4.50% and the organisation achieved 3.57%, which means there is a 0.93% that still needs to be achieved. The organisation has a total of 1.79% Coloured males, against the national targets of 5.30%. There is a difference of 3.51% that the organisation still needs to achieve.

The organisation has achieved regarding Employment Equity national targets on Indian males with a target of 1.80%, and the organisation has exceeded the target by achieving 3.57%. Whilst, in terms of Indian females, the national target of 1.00% has not been achieved, the organisation is at 0%. The national targets for both White males and females have not been achieved. The national target for males is 5.30%, whilst females is 4.20%.

The organisation needs to come up with a recruitment plan on how to attract people of colour and into joining the organisation.

## Youth

In an effort to alleviate unemployment amongst the youth and to create opportunities for employment, the organisation has embarked on an Internship Programme, which has been successfully running for two years now and is seeing some of the interns being permanently employed by the organisation or being absorbed into fixed-term contracts positions. Currently the organisation has five interns.

## Disability

In terms of the 2% national target for people with disability, the organisation has achieved 1.79%.

## Training and Development

Brand South Africa offers a wide range of developmental opportunities to enable employees to obtain the skills, competencies, and experience necessary to contribute to the attainment of individual, team, and organisational goals. The organisation is currently offering training and development as requested by employees on their personal development plans. In addressing the unemployment rate, Brand South Africa is implementing the Internship Programme.

In developing our staff, the organisation makes provision for bursaries and ensure the effective implementation of the Workplace Skills Plan.

## Processes and Technology

Brand South Africa aims to improve upon their maturity in IT governance with robust and effective processes. In line with this goal, the organisation has embarked on a process of digitisation, with the majority of the organisation's critical business systems being automated. This not only results in cost savings but helps the organisation to be more easily audited.

The organisation maintains a hybrid work environment, which was implemented as per the reviewed IT Strategy. Business Continuity Management processes have been optimised to ensure business and IT disaster can be affected in line with the organisation's Strategic Risk Strategy.

The organisation has successfully implemented its Enterprise Resource Planning (ERP) migration project to the cloud. The online offering of the ERP means the services are available through secured channels with improved security and robust data protection services. One of the must win imperatives is to initiate an IT Steering Committee in Brand South Africa.

## Governance and Compliance

The long absence of a board in the organisation has severely compromised corporate governance in the entity. It is trite that for corporate governance to be more effective, there must be independent oversight. For an entity of Brand South Africa's stature, there must be a board of trustees (which comprises non-executive and independent trustees) to perform this function. The presence of a board would alleviate possible conflicts of interests and promote the segregation of duties, including the combined assurance model.

Furthermore, it is a peremptory legislative requirement that a trust should have a founder, trustees, and beneficiaries. The prevailing status quo is not in compliance with trust law and the provisions of entity's own trust instrument. The organisation is also grappling with vacancies of critical executive management positions, which is a challenge which can chiefly be addressed or resolved by the board. There is an urgent need to rectify this anomaly at the earliest possible time as it inherently poses a serious risk to the entity and stifles performance.

The organisation will continue to monitor and implement the Protection of Personal Information Act, 2013 (POPIA), to ensure compliance with the Information Regulator requirement.

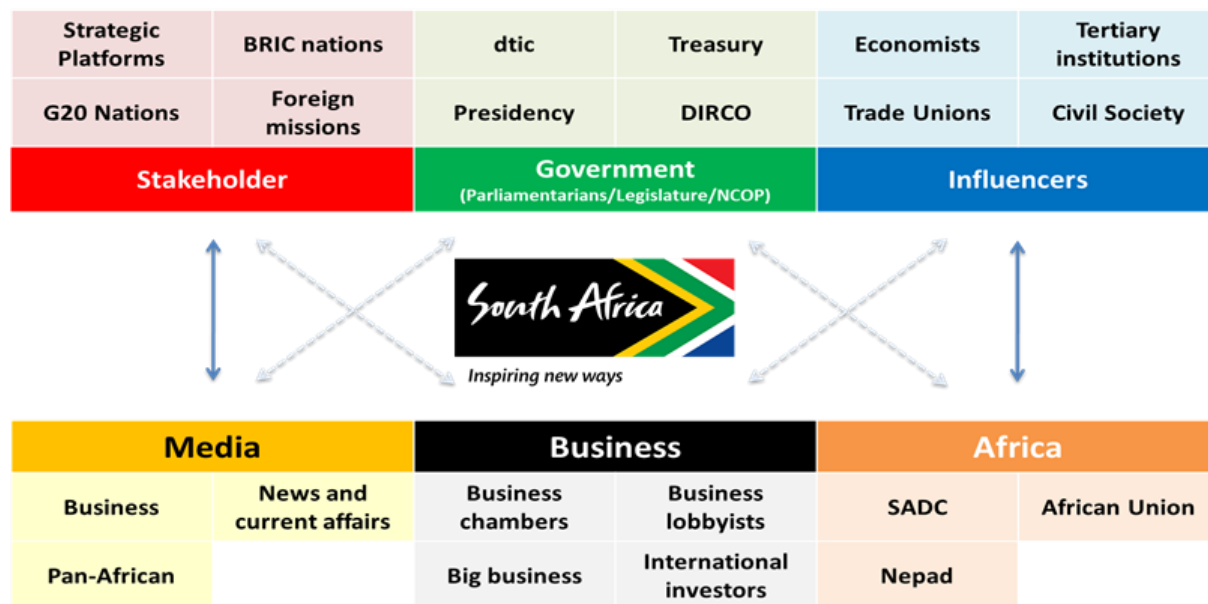
### **4.2.4. REFLECTION ON BRAND SOUTH AFRICA'S STAKEHOLDER MANAGEMENT**

---

In order to effectively identify and realise opportunities to inform, understand, problem solve, plan, and deliver better against the mandate of the organisation, Brand South Africa has mapped its target audience and key stakeholders as per the figure below.



Figure 19: Audience and Stakeholder Map



The table below provides an overview of the work that must be done to strengthen relationships with various stakeholders.

**Audience and stakeholder engagement guide**

Key Audiences / Stakeholders	What Must be Done to Strengthen Collaboration and Reach?
Centre of Government (Presidency / GCIS)	<ul style="list-style-type: none"> <li>▪ Leverage Brand South Africa’s location with the Presidency/GCIS as the centrepiece, strategically placed to tap into stakeholder platforms.</li> <li>▪ Shape the narrative and perceptions nationally.</li> <li>▪ Establish policy guidelines for cohesive messaging and coordination among provinces and departments.</li> </ul>
Stakeholders who drive global agenda in terms of brand enablers (e.g., South African Tourism, Invest SA, DIRCO, DSAC)	<ul style="list-style-type: none"> <li>▪ Position Brand South Africa as the leader of brand-building activities. Act as coordinator and message shaper.</li> <li>▪ Intentional and proactive engagement with brand owners in terms of the six aspects of the Brand South Africa Hexagon.</li> <li>▪ Work with the GCIS to have interactions with the stakeholders who drive the global agenda.</li> <li>▪ Utilise new digital platforms for engagement.</li> </ul>
Business associations, chambers, corporates	<ul style="list-style-type: none"> <li>▪ Increase awareness of Brand South Africa’s value proposition among businesses.</li> </ul>

Key Audiences / Stakeholders	What Must be Done to Strengthen Collaboration and Reach?
	<ul style="list-style-type: none"> <li>▪ Strengthen partnerships with business formations that have a wealth of information, use their collective wisdom and experience to craft stories and reasons to believe in South African competitiveness.</li> <li>▪ Win over business to support the Brand South Africa agenda.</li> <li>▪ Empower businesses with tools that promote South Africa’s Nation Brand, e.g., messaging, masterclass, and toolkit.</li> <li>▪ Promote South Africa as an investment destination of choice.</li> </ul>
Civil society sector, such as non-governmental organisations, trade unions, higher education	<ul style="list-style-type: none"> <li>▪ Leverage links with their international and domestic counterparts.</li> <li>▪ Leverage presence at key international fora.</li> <li>▪ Promote messages of active citizenship and social cohesion.</li> </ul>
Key globally influential South Africans	<ul style="list-style-type: none"> <li>▪ Identify friends of South Africa and influential South Africans.</li> <li>▪ Conduct surveys to pick up on key sentiments.</li> <li>▪ Build groundswell of supporters to tell positive stories, people who believe in South Africa and live the brand.</li> </ul>
Domestic and global media - with large global audiences	<ul style="list-style-type: none"> <li>▪ Develop an integrated global media platform approach.</li> <li>▪ Strengthen relations with media and news agencies.</li> <li>▪ Strengthen relationships with key influential communicators (business and Global South Africans) of positive stories.</li> <li>▪ Proactive packaging of content, such as research indices for positive positioning of the country.</li> <li>▪ Strategic targeting of relevant and important regional media partners.</li> </ul>

In line with the ERR, the entity will focus its efforts on sectors where trade and investment opportunities are most effectively supported by Government as well as targeting foreign business chambers and foreign missions. Brand South Africa will increase its impact by working closer with like-minded partners and ensure strategic collaborations. This would include growing relationships with professional advisors, international business community and export agencies to increase our stakeholder network.

## KEY FOCUS AREAS AND PRIORITIES INFORMING 2024/25 AND MTEF PLANNING

This will be done through:

- Leveraging on target business platforms aimed at international communities;
- Targeted international marketing campaigns;
- Integrated campaigns in support of 30 years of democracy which will include promoting Unity and celebrating achievements.
- Strategic international media partnerships to target key markets that are doing business with South Africa and domestic media to amplify the strategic intent of boosting nation brand pride and building social cohesion.
- Domestic media partnership including community Radio stations.
- International and domestic PR programme;
- Promotion of TEAM SA in key strategic engagements (international investment platforms); and
- Collaborating with private sector and government stakeholders in their sector specific conferences or platforms

## PART C: MEASURING OUR PERFORMANCE

Informed by the legislative and policy mandates and the strategic focus, the 2020-2025 Strategic Plan presents the impact statement of Brand South Africa as:

- **A prosperous Nation Brand**
- **A patriotic and socially cohesive nation**

Contributing towards the achievement of the impact, the Brand South Africa outcomes reflected in the 2020-2025 Strategic Plan are unpacked into the Annual Performance Plan for 2024/25.

### 1. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

Brand South Africa is constituted by the following programmes, which informs the packaging of this Annual Performance Plan:

PROGRAMME N <sup>o</sup> .	PROGRAMME AND PURPOSE
<b>Programme 1</b>	<p><b>Administration</b></p> <p>This programme provides strategic leadership, management, and support services to the core business functions of Brand South Africa and is overall responsible for ensuring sound governance, high performance, and optimal utilisation of available capital and resources.</p>
<b>Programme 2</b>	<p><b>Brand, Marketing and Reputation Management</b></p> <p>This programme seeks to develop and articulate a Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness. This includes using research to monitor sentiment and the performance of the Nation Brand; analysing trends and providing insights that will inform decision making and communication strategies; to communicate the country's value proposition, values, and highlight progress being made proactively and reactively.</p>
<b>Programme 3</b>	<p><b>Stakeholder Relationships</b></p> <p>This programme seeks 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, and to interface meaningfully with stakeholders who drive or influence the Nation Brand and its reputation.</p>

The above programmes then contribute to the attainment of the outcomes through programme level outputs, output indicators, and annual and quarterly targets as reflected in the sections below.

## 1.1. PROGRAMME 1: ADMINISTRATION

### 1.1.1. PROGRAMME 1: PURPOSE

The Administration Programme provides strategic leadership, management, and support services to the core business functions of Brand South Africa and is overall responsible for ensuring sound governance, high performance, and optimal utilisation of available capital and resources.

In contributing towards Brand South Africa impact of “*A prosperous Nation Brand / A patriotic and socially cohesive nation*”, the Administration Programme delivers against the following outcomes in the Strategic Plan:

#### **Outcome 1: Improved reputation of Brand South Africa as an entity,**

The priorities for programme one will be, to fill all vacant positions, meets the Employment Equity requirements and ensure optimal utilisation of resources as well as, improving the BBBEE score rating and maintaining the status quo of 2022/2023 audit outcome.

The 2024/25 performance plan of Programme 1 is reflected in the log frame tables below:

**1.1.2. PROGRAMME 1: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS**

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
1. Improved Reputation of Brand South Africa as an entity	1.1. Unqualified audit opinion outcome obtained	1.1.1. Unqualified audit outcome	An unqualified audit opinion in financial statements and other matters	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome	An unqualified audit outcome
	1.2. Payments made to suppliers within 30 days	1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice
	1.3. B-BBEE scorecard rating	1.3.1. B-BBEE scorecard rating level	New indicator	New indicator	Non-compliant	Level 8 B-BBEE score card rating level	Level 6 B-BBEE score card rating level	Level 5 B-BBEE score card rating level	Level 4 B-BBEE score card rating level
	1.4. Vacancy rate	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained	14.04% vacancy rate	26% vacancy rate	10% vacancy rate	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	1.5. Organisational performance	1.5.1 Overall percentage rating on organisational performance	86% overall organisational performance rating	92% overall organisational performance rating	93% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating
	1.6. IT security and systems availability	1.6.1. % availability of all IT systems	New indicator	New indicator	New indicator	New indicator	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems
	1.7 Brand South Africa Corporate Brand	1.7.1. Disposition towards Brand South Africa as an entity study score	New indicator	New indicator	New indicator	Establish baseline disposition towards Brand South Africa as an entity study score	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2024/25	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2025/26

**1.1.3. PROGRAMME 1: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS**

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
1.1. Unqualified audit opinion outcome obtained	1.1.1. Unqualified audit outcome	An unqualified audit outcome	Internal Audit satisfactory report on financial statements and performance information	An unqualified audit outcome for the 2023/24 financial year	Internal Audit satisfactory report on financial statements and performance information	Internal Audit satisfactory report on financial statements and performance information

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
1.2. Payments made to suppliers within 30 days	1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice
1.3. B-BBEE scorecard rating	1.3.1. B-BBEE scorecard rating level	Level 6 B-BBEE score card rating level	B - BBEE annual strategy approved	-	-	Level 6 B-BBEE score card rating level
1.4. Vacancy rate	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained	Vacancy rate of no more than 10% against the approved organisational structure maintained	-	-	-	Vacancy rate of no more than 10% against the approved organisational structure maintained
1.5. Organisational performance	1.5.1 Overall percentage rating on organisational performance	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating	90% overall organisational performance rating
1.6. IT security and systems availability	1.6.1. % 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	98% availability of all IT systems
1.7 Brand South Africa Corporate Brand	1.7.1. Disposition towards Brand South Africa as an entity study score	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24	-	-	-	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24



---

#### 1.1.4. PROGRAMME 1: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

---

Programme 1 is focused on the internal administrative function. Outputs developed within Programme 1 are aimed at ensuring that the organisation internally is provided with support to effectively deliver on its mandate, which is to market the Nation Brand of South Africa domestically and internationally.

The outcome of Programme 1 is to Improve the reputation of Brand South Africa as an entity and focuses on critical operational issues, such as finance, governance, and human capital. In essence, the programme aims to improve its enablement functions to the point that it increases the way in which internal and external stakeholders perceive the organisation, which is the outcome indicator.

As each individual output (and its targets) are met, this will improve the perception of Brand South Africa as an entity, since outputs focus on individual components of the administrative function. Should the outcome of “improved reputation of Brand South Africa as an entity” be achieved, it will effectively be supporting the business to achieve the other outcomes, and thus directly and indirectly contribute to achieving the desired impact of “a prosperous Nation Brand”.

##### **Unpacking the rationale for particular indicator(s):**

- 1) Brand South Africa is tracking the overall organisational performance rating to set the industry best practice. Each department is to develop creative solutions to meet performance. With a gradual increase each year, Brand South Africa is targeting a 100% overall organisational performance rating in the long term.
- 2) In support of its target for an unqualified audit, Brand South Africa is committed to:
  - a) Strengthen corporate governance and compliance through a fully functioning Board of Trustees and its committees.
  - b) Strengthen risk identification and management through the appointment of an independent external Chief Risk Officer and risk champions internally, for each unit and to support Risk Management Function.

- c) Monitor the implementation of audit plans to address audit findings and ensure that there are no recurring external audit findings.
  - d) Strengthen financial management and financial controls to ensure budget overspending and underspending is proactively managed and that no irregular, fruitless, and wasteful expenditure is incurred.
- 3) In support of payment of suppliers within 30 days, the focus is on:
- a) Improved turnaround times on dispute resolution and timeous escalation of processing bottlenecks.
  - b) Constant and continuous monitoring of invoice tracking registers and ensuring that there are no long outstanding invoices.
  - c) Centralisation of invoice receipt and a designated official distribution to end users.
- 4) In achieving an improved B-BBEE level, Brand South Africa will:
- a) Formulate a B-BBEE strategy that is widely consulted and all-encompassing.
  - b) Infuse its B-BBEE target to all Supply Chain Management documents and human resource policies.

**1.1.5. PROGRAMME 1: RESOURCE CONSIDERATIONS**

Programme	Budget Allocation for Programmes
Programme 1: Administration	R106,445,000

The main objective of the Programme 1 is to provide human, financial, and legal support to be an enabler to Programme 2 and Programme 3. The funding for this programme is R106,445,000, providing for the support for employee costs, capital, and general expenditure.

## 1.2. PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

### 1.2.1. PROGRAMME 2: PURPOSE

The Brand, Marketing, and Reputation Management Programme seeks to develop and articulate a Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness. This includes using research to monitor sentiment and the performance of the Nation Brand; analysing trends and providing insights that will inform decision making and communication strategies; and to communicate the country's value proposition, values, and highlight progress being made proactively and reactively.

In contributing towards Brand South Africa impact of “*A prosperous Nation Brand / A patriotic and socially cohesive nation*”, the Brand, Marketing, and Reputation Management Programme delivers against the following outcomes in the Strategic Plan:

**Outcome 2: Increased attractiveness and thereby competitiveness of the Nation Brand.**

**Outcome 3: Increased Nation Brand advocacy and active citizenship.**

These outcomes are aligned with the national priorities of a better Africa, a better world, social cohesion, and promoting Nation Brand pride and patriotism.

The 2024/25 performance plan of Programme 2 is reflected in the log frame tables below:

**1.2.2. PROGRAMME 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS**

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1. Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	2.1.1. Number of marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	12x marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic and international audiences	8x Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic and international audiences	8x Number of marketing campaigns that illustrate the attractiveness of the Nation Brand to domestic and international audiences	8x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	4x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	4x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	4x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences
	2.2. Nation Brand promotion activities implemented at global strategic platforms	2.2.1. Number of Nation Brand promotion activities implemented at global strategic platforms per year	7x domestic and international strategic platforms supported through integrated reputation and communication activities	10x domestic and international strategic platforms supported through integrated reputation and communication activities	10x domestic and international strategic platforms supported through integrated reputation and communication activities	15x global strategic platforms leveraged to position South Africa	9x Nation Brand promotion activities implemented at global strategic platforms per year	9x Nation Brand promotion activities implemented at global strategic platforms per year	9x Nation Brand promotion activities implemented at global strategic platforms per year

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.3. State of the Nation Brand insights developed and disseminated	2.3.1. Number of State of the Nation Brand insights developed and disseminated	Initiate development and procurement of SAGP study	15x South African global reputation reports produced	19x reports that track South Africa’s global reputation and brand familiarity	19x State of the Nation Brand insights disseminated	19x State of the Nation Brand insights developed and disseminated	19x State of the Nation Brand insights developed and disseminated	19x State of the Nation Brand insights developed and disseminated
	2.4. Communication interventions	2.4.1. Number of registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	New indicator	New indicator	New indicator	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically
		2.4.3 Number of media engagements aimed at management of relations with international and domestic media	New indicator	New indicator	New indicator	8x media engagements aimed at management of relations with international and domestic media	4x media engagements aimed at management of relations with international and domestic media	4x media engagements aimed at management of relations with international and domestic media	4x media engagements aimed at management of relations with international and domestic media
		2.4.5 Number of assessments on the efficacy of the BSA Digital Programme	New indicator	New indicator	New indicator	New indicator	4x assessments on the efficacy of the BSA Digital Programme	4x assessments on the efficacy of the BSA Digital Programme	4x assessments on the efficacy of the BSA Digital Programme

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
3. Increased Nation Brand advocacy and active citizenship	3.1. Promote active citizenry and social cohesion through the Play Your Part Programme	3.1.1. Number of activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	96x provincial Play Your Part activities implemented	89x Play Your Part activities implemented	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	25x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	31x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	31x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	31x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)
	3.2. Constitutional awareness activities aimed at promoting constitutional values and social cohesion	3.2.1. Number of activities aimed at promoting Constitutional values and social cohesion (Constitutional awareness)	13x Constitutional awareness campaigns and activations	14x Constitutional awareness campaigns and activations	14x Constitutional awareness campaigns aimed at promoting Constitutional values	14x activities aimed at promoting Constitutional values and social cohesion (Constitutional awareness)	10x activities aimed at promoting Constitutional values and social cohesion (Constitutional awareness)	10x activities aimed at promoting Constitutional values and social cohesion (Constitutional awareness)	10x activities aimed at promoting Constitutional values and social cohesion (Constitutional awareness)
	3.3. Implementation of Global South Africans (GSA) activities	3.3.1. Number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	19x Global South Africans activations implemented	17x Global South Africans activities implemented in key markets	17x Global South Africans activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	20x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)

**1.2.3. PROGRAMME 2: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS**

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
2.1. Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	2.1.1. Number of marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	4x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	1x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to domestic audiences	1x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international audiences	1x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to domestic audiences	1x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international audiences
2.2. Nation Brand promotion activities implemented at global strategic platforms	2.2.1. Number of Nation Brand promotion activities implemented at global strategic platforms per year	9x Nation Brand promotion activities implemented at global strategic platforms per year	3x Nation Brand promotion activities implemented at global strategic platforms per year	1x Nation Brand promotion activities implemented at global strategic platforms per year	2x Nation Brand promotion activities implemented at global strategic platforms per year	3x Nation Brand promotion activities implemented at global strategic platforms per year
2.3. State of the Nation Brand insights developed and disseminated	2.3.1. Number of State of the Nation Brand insights developed and disseminated	19x State of the Nation Brand insights developed and disseminated	5x State of Nation Brand insights developed and disseminated	5x State of Nation Brand insights developed and disseminated	4x State of Nation Brand insights developed and disseminated	5x State of Nation Brand insights developed and disseminated
2.4. Communication interventions	2.4.1. Number of registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	1x register of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	1x register of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	1x register of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	1x register of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
2.4. Communication interventions	2.4.2 Number of media engagements aimed at management of relations with international and domestic media	4x media engagements aimed at management of relations with international and domestic media	1x media engagements aimed at management of relations with international and domestic media	1x media engagements aimed at management of relations with international and domestic media	1x media engagements aimed at management of relations with international and domestic media	1x media engagements aimed at management of relations with international and domestic media
	2.4.3 Number of assessments on the efficacy of the BSA Digital Programme	4x assessments on the efficacy of the BSA Digital Programme	1x assessments on the efficacy of the BSA Digital Programme	1x assessments on the efficacy of the BSA Digital Programme	1x assessments on the efficacy of the BSA Digital Programme	1x assessments on the efficacy of the BSA Digital Programme
3.1. Promote active citizenry and social cohesion through the Play Your Part Programme	3.1.1. Number of activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	31x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	8x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	8x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	8x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	7x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)
3.2. Constitutional awareness activities aimed at promoting constitutional values and social cohesion	3.2.1. Number of activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)	10x activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)	3x activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)	2x activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)	3x activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)	2x activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)
3.3. Implementation of Global South Africans (GSA) activities	3.3.1. Number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	4x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	4x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	4x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	4x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)



---

#### 1.2.4. PROGRAMME 2: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

---

Programme 2 is Brand, Marketing, and Reputation Management, and is one of the core functions of Brand South Africa. There are two outcomes for Programme 2, namely, *“increased attractiveness and thereby competitiveness of the Nation Brand”* and *“Increased Nation Brand Advocacy and Active Citizenship.”*

The outputs within the first outcome are focused around promoting understanding of the Nation Brand to domestic and international audiences. Key thematic areas for outputs consist of showcasing the Nation Brand’s strengths, and attractiveness domestically and internationally thereby improving brand reputation. Brand South Africa will elevate South Africa’s defector leadership role in the African continent by focusing on messages that will showcase strides made by South Africa for the continent and these will not only be limited to the role of peacekeeping and Research is an important and strategic function as it assists with providing insights and global south. It will offer substantiative evidence for buy-in into the attractiveness story of the Nation Brand leading to enhanced brand positioning. These outputs all directly and collectively contribute to the outcome *“increasing attractiveness and thereby competitiveness of the Nation Brand.”* This, in turn, contributes directly to achieving impact: *“A prosperous Nation Brand.”*

The second outcome of Programme 2 is *“Increased Nation Brand Advocacy and Active Citizenship.”* The outputs within this outcome focus on domestic and international activities aimed at promoting pride, patriotism, active citizenship, and constitutional awareness. Intrinsic in this outcome is active citizenship and patriotism. The outputs leverage the PYP and GSA programmes, awareness of which are outcome indicators, as well as using constitutional awareness to improve the active citizenship index, which is also an outcome indicator. Together all of these directly contribute to achieving the impact *“A patriotic and socially cohesive nation.”* This is a key mandate of Brand South Africa, which has significant links to the NDP, MTSF and SONA priorities. Given that 2024 is an election year it will be imperative to remind citizens of who they are, their achievements whilst promoting social cohesion.

---

**Unpacking the rationale for the indicators:**

1. Brand South Africa will take the initiative to implement marketing campaigns that illustrate the attractiveness of the Nation Brand to both domestic and international audiences. The international marketing objectives will focus on rebuilding, reassuring, and boosting investor confidence. This means addressing issues that cause investor uncertainty: Economic challenges, Political instability, energy security challenges, Safety and security, Crime, and corruption. It further means focusing on what is going right with South Africa (competitive advantages) with the aim of building investor confidence e.g., Diverse economy (wide range of industries), Well-developed financial sector, Strong telecommunications sector, and a growing software industry, Second largest economy in Africa etc.
2. The adjustment of the strategic platforms indicator and target is to ensure that the targets are easily understood and alignment with Ministers priorities is visible at an APP level (clear on markets, stakeholder groupings targeted, clear alignment to priorities).
3. Operational outputs that have been amended include research insights dissemination to stakeholders and the digital programme pertaining to measurement of the efficacy of Brand South Africa's digital programme.
4. Play Your Part Programme was designed to inculcate a culture of active citizenship, social cohesion and of encouraging South African citizens to rally behind the nation brand. Therefore, activities will be strategically targeted to ensure that they address these pillars as well as nation brand disablers.
5. As articulated in the Trust Deed, Brand SA exist to indirectly contribute to economic growth, job creation, poverty alleviation and social cohesion. Therefore, national priorities such as GBV, entrepreneurship, safe communities, nation brand pride and social cohesion will continue to be amplified through PYP ambassador engagements. There is operational alignment with ambassadors among Programmes 2 and 3 where the objective is to monitor, support, and nurture relations with the PYP ambassadors. Brand South Africa's involvement varies on the type of ambassador and the activities in which they are involved. These could be by availing a communication platform, inviting them to be a feature/speaker at an activity that Brand South Africa is

organising, or to be a spokesperson for a Brand South Africa activity, or collateral, among others.

6. To continue to account on Priority 6 by implementing constitutional awareness campaigns and activities focusing on GBV, tolerance and unity. The primary focus is on the Constitution and how it impacts on the lives of ordinary South Africans, while also responding to issues on the reputation of the Nation Brand (e.g., GBVF, racism, etc.). Considering that the year 2024 is an election year, the focus will be on promoting democratic rights of voting.
  
7. In line with the Ministers priorities of harnessing the goodwill of citizens, Brand SA will continue to amplify the central idea to the domestic audience. This will be further supported by targeted promotion of Nation Brand pride and advocacy, targeting international messengers of South Africa as well as key markets. Brand South Africa will implement the activities targeting South Africans residing in markets through its Global South African Programme.

**1.2.5. PROGRAMME 2: RESOURCE CONSIDERATIONS**

Programme	Budget Allocation for Programmes
Programme 2: Brand, Marketing and Reputation Management	R94,110,000

In order to ensure that the outcomes are achieved, this programme requires funding of R94,110,000 for marketing projects, as well as media partnerships. Expenditure reflects only a baseline increase in activation costs and marketing activities, such as media campaigns and national identity campaigns.

The entity aims to have a wider reach on the Play Your Part movement by expanding the rollout of this programme to international and strategic platforms through the entity’s offices based outside the country, i.e., USA and the United Kingdom. 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 Nation Brand and investment drive.

### 1.3. PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

#### 1.3.1. PROGRAMME PURPOSE

The Stakeholder Relationships Programme seeks 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, and to interface meaningfully with stakeholders who drive or influence the Nation Brand and its reputation.

In contributing towards Brand South Africa impact of “*A prosperous Nation Brand / A patriotic and socially cohesive nation*”, the Stakeholder Relationships Programme delivers against the following outcomes in the Strategic Plan:

**Outcome 4: Aligned Nation Brand execution and experience domestically and internationally**

The 2024/25 performance plan of Programme 3 is reflected in the log frame tables below:

**1.3.2. PROGRAMME 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS AND TARGETS**

OUTCOME	OUTPUTS	OUTPUT INDICATORS	AUDITED PERFORMANCE			ESTIMATED PERFORMANCE	MTEF TARGETS		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
4. Aligned Nation Brand execution and experience domestically and internationally	4.1. Coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	4.1.1. Number of coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	82x coordinated activities Implemented in partnership with stakeholders	83x coordinated activities implemented domestically and internationally.	68x coordinated activities implemented domestically and internationally.	58x activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers

**1.3.3. PROGRAMME 3: OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS**

OUTPUT	OUTPUT INDICATORS	2024/25 ANNUAL TARGET	QUARTERLY TARGETS			
			Q1 Apr - Jun 2024	Q2 Jul - Sep 2024	Q3 Oct - Dec 2024	Q4 Jan - Mar 2025
4.1. Coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	4.1.1. Number of coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	13xcoordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	13x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	12x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	13x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers

---

#### 1.3.4. PROGRAMME 3: EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD

---

Programme 3 is focussed on stakeholder relations, with the outcome of: *“aligned Nation Brand execution and experience domestically and internationally”*. In essence, the programme is focussed on managing various stakeholders to ensure that, 1) the delivery of the Nation Brand message is consistent, and 2) reception of Nation Brand experience is aligned to the delivery.

The reputation of a nation depends on much more than government activity, policy, or leadership alone. A Nation Brand encompasses all the attributes, strengths, and innovations that a nation offers the world in all its spheres of activity (business, arts, tourism, science and innovation, infrastructure, manufacturing, and governance, to name but a few). This means that the reputation of a Nation Brand is determined by a multitude of activities driven by the citizens, private sector, academia, civil society, and state institutions, to name but a few.

Brand South Africa and external research insights highlight key Nation Brand enablers and disablers that need to be leveraged or addressed by the entity. Programme 3 thus seeks to outline appropriate strategies to effectively engage (and collaborate with) stakeholders that are affected by or can impact the identified enablers and disablers, based on the analysis of their needs, interests, and potential impact on the mandate of Brand South Africa.

Best practice to measure this, is through: *“improved consistency in Nation Brand messaging by different stakeholders”*, which is the outcome indicator. The outputs within this outcome focus on strategic collaborations, brand alignment training, and development of a brand alignment policy; all of which directly contribute to the outcome, as they all will in different ways contribute towards aligning the Nation Brand execution and experience. An aligned Nation Brand execution and experience will directly contribute to promoting a prosperous Nation Brand, which is the ultimate desired impact.

##### **Unpacking the rationale for the indicators:**

- 1) To ensure the development of strategic partnerships with the public sector, business and industry, and civil society stakeholders in order to promote the South African Nation Brand domestically, a number of strategic stakeholders will be targeted for

partnerships on collaborative activities aimed at building the Nation Brand reputation and addressing Nation Brand disablers.

- 2) The Brand South Africa Nation Brand Master Class format and toolkit has been reworked. An online version of the Master Class has been developed to ensure wider access. The benefit of virtual implementation is that the class can be conducted at the user's own pace, selecting specific modules.
- 3) Research insights that will empower stakeholders on the performance of the Nation Brand are shared on various platforms, for example, business roundtable discussions and newsletters.

### 1.3.5. PROGRAMME 3: RESOURCE CONSIDERATIONS

Programme	Budget Allocation for Programmes
Programme 3: Stakeholder Relations	R18,971,000

This programme would require funding of at least R18,971,000 for stakeholder projects. Due to funding constraints, the Stakeholder Relationships Programme seeks to form partnerships with other entities to augment the funds required to achieve the set outcome.

The entity aims to have a wider on its collaborative activities that promote the Nation Brand domestically and internationally, including through the Nation Brand Forum.

## 2. UPDATED KEY RISKS AND MITIGATIONS FROM THE STRATEGIC PLAN

The key risks reflected in the 2020-2025 Strategic Plan are updated as follows:

OUTCOME	KEY RISK	RISK MITIGATION
1. Improved reputation of brand South Africa as an entity	Possible merger with South African Tourism and impact on organisational stability	<ul style="list-style-type: none"> <li>▪ Engagement with the Executive Authority through GCIS and the Board of Trustees</li> <li>▪ Development of a counter proposal for the envisaged merger with South African Tourism</li> </ul>
	Legal status of the Brand South Africa country offices	<ul style="list-style-type: none"> <li>▪ The regularisation of the legal presence of the country offices in three jurisdictions through engagement with the Executive Authority and consultations with legal advisors</li> </ul>

OUTCOME	KEY RISK	RISK MITIGATION
		<ul style="list-style-type: none"> <li>▪ Execute market activities through a shuttle mission programme where required</li> </ul>
	<p>Moratorium placed on filling of permanent positions due to the envisaged merger</p>	<ul style="list-style-type: none"> <li>▪ Implementation of the Retention Strategy</li> <li>▪ Conducting employee wellness sessions</li> <li>▪ Staff engagement surveys conducted.</li> <li>▪ Partial upliftment to fill critical positions</li> </ul>
	<p>Lack of compliance with Corporate Governance Prescripts</p>	<ul style="list-style-type: none"> <li>▪ Ongoing training of board members on corporate governance.</li> <li>▪ Annual review and approval of strategic risks by the board.</li> <li>▪ Biennial Board performance evaluations to be conducted</li> <li>▪ The regularisation of the legal presence of the country offices in three jurisdictions through the engagement with the Executive Authority and consultations with legal advisors.</li> </ul>
<p>2. Increased attractiveness and thereby competitiveness of the Nation Brand</p>	<p>Reliance on external stakeholders for content and information</p>	<ul style="list-style-type: none"> <li>▪ Strengthened relationships with stakeholders, including Global South Africans.</li> <li>▪ Consistent and relevant access to influential platforms</li> <li>▪ Improve mechanism of communication</li> </ul>
	<p>External incidents and events that are beyond our control (political unrest, climate change, and fake news)</p>	<ul style="list-style-type: none"> <li>▪ Position Brand South Africa and amplify positive Nation Brand messaging that will shift perceptions about the country</li> <li>▪ Regularly engage and meet with identified media stakeholders</li> <li>▪ Brand South Africa to improve their social media platform to amplify messaging</li> <li>▪ Media partnerships targeting key influential multimedia platforms internationally</li> </ul>
<p>3. Increased Nation Brand advocacy and active citizenship</p>	<p>Reliance on external stakeholders</p>	<ul style="list-style-type: none"> <li>▪ Promoting Big Brand South Africa platforms, campaigns (like Nation Brand), etc.</li> <li>▪ Different methods for feedback, monitoring and evaluation, and insight</li> </ul>
	<p>Race relations, xenophobia, and persistent inequality dynamics within South Africa</p>	<ul style="list-style-type: none"> <li>▪ Target, at a granular level, influential groups (through data analytics) to improve overall advocacy and sentiments, e.g., young, optimistic, and caring South Africans using a Segmentation Model Mechanism</li> </ul>



OUTCOME	KEY RISK	RISK MITIGATION
	Tainted PYP ambassadors who may impede advocacy initiatives	<ul style="list-style-type: none"> <li>Improved screening and vetting process of appointed Play Your Part ambassadors</li> </ul>
4. Aligned Nation Brand execution and experience domestically and internationally	Diversity of opinions within public discourse	<ul style="list-style-type: none"> <li>Unique value mechanism to influence perceptions of stakeholders locally and globally by leveraging behavioural science proposition.</li> <li>Continued training engagements with brand ambassadors on the rules of engagement in being a good brand ambassador</li> </ul>
	Lack of a Nation Brand Alignment Policy	<ul style="list-style-type: none"> <li>Monitoring the compliance to the guidelines to Nation Brand alignment</li> <li>Discussion paper on Nation Brand Alignment Policy submitted to Executive Authority and approved at an organisation level</li> </ul>

The detailed Brand South Africa Risk Register is reviewed monthly by Exco, and quarterly at the Audit and Risk Committee meeting.

### 3. PUBLIC ENTITIES

Brand South Africa does not have any Public Entities.

### 4. INFRASTRUCTURE PROJECTS

Not applicable to Brand South Africa.

### 5. PUBLIC / PRIVATE PARTNERSHIPS

Not applicable to Brand South Africa at this stage.

**PART D: TECHNICAL INDICATOR DESCRIPTIONS****1. PROGRAMME 1: ADMINISTRATION**

Indicator Title	1.1.1. Unqualified audit outcome
<b>Definition</b>	<p>Unqualified audit outcome in pursuit of compliance, sound financial and performance management, and enhanced governance</p> <p>The external audit reflects on:</p> <ol style="list-style-type: none"> <li>1) Compliance to legislation and policy</li> <li>2) Financial management</li> <li>3) Supply chain management</li> <li>4) ICT governance</li> <li>5) Performance against predetermined indicators and targets</li> <li>6) Risk management and controls</li> </ol>
<b>Source of data</b>	Signed Auditor-General Report
<b>Method of Calculation / Assessment</b>	Verification of information contained in the external audit reports
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• Signed Auditor-General Report</li> <li>• Updated Audit Action Plan</li> <li>• Quarterly Internal Audit satisfactory reports on financial statements and performance information</li> </ul>
<b>Assumptions</b>	<p>All stakeholders have access to the Audit Report</p> <p>The Audit Report is factual and accurate</p>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Unqualified audit outcome for the 2023/24 financial year

<b>Indicator Responsibility</b>	Programme 1 - Chief Financial Officer
---------------------------------	---------------------------------------

<b>Indicator Title</b>	<b>1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice</b>
<b>Definition</b>	The indicator refers to a measure of the total number of valid payments made as a percentage of total payments. The payments are to be made within the specified period
<b>Source of data</b>	Internal financial reports (e.g., Payment Report)
<b>Method of Calculation / Assessment</b>	Calculation: Total number of valid invoices from suppliers honoured within 30 days / Total number of valid invoices * 100
<b>Means of Verification</b>	Quarterly 30-day payment reports
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>▪ The accounting books are accurate and up to date</li> <li>▪ Signed consolidated and valid invoices</li> <li>▪ All invoices captured on the 30-day payment report</li> <li>▪ Invoice payment turnaround period is continuously tracked</li> </ul>
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice
<b>Indicator Responsibility</b>	Programme 1- Chief Financial Officer

Indicator Title	1.3.1. B-BBEE scorecard rating level
<b>Definition</b>	BEE scorecard rating is measured by means of a scorecard (a broad-based scorecard). The scorecard is based on various elements and measured out of a maximum of 100 points. Government entities are required to be B-BBEE compliant
<b>Source of data</b>	Brand South Africa B-BBEE scorecard and B-BBEE Strategy document
<b>Method of Calculation / Assessment</b>	Verification of Brand South Africa B-BBEE scorecard level achieved
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>• B - BBEE annual strategy</li> <li>• Brand South Africa B-BBEE scorecard report from an accredited verification agency</li> </ul>
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-cumulative
<b>Reporting Cycle</b>	Bi-annual
<b>Desired Performance</b>	Higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Programme 1- Chief Financial Officer

Indicator Title	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained
Definition	Measure the number of vacant positions in the approved organisational structure
Source of data	Human capital related reports
Method of Calculation / Assessment	Calculation: number of vacant permanent posts / The total number of permanent posts * 100
Means of Verification	Signed Human Capital Quarterly Report
Assumptions	No imposed restrictions on the filling of positions
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-to-date)
Reporting Cycle	Annually
Desired Performance	Lower than the stated target is desirable
Indicator Responsibility	Programme 1 - Director of Corporate Services

Indicator Title	1.5.1. Overall percentage rating on organisational performance
<b>Definition</b>	The indicator refers to the Annual Performance Plan's link to the operational plans, budgets, and the performance of the organisation and how the organisation is meeting those targets, which are outlined in the Annual Performance Plan
<b>Source of data</b>	Quarterly Management Report and Annual Report
<b>Method of Calculation / Assessment</b>	Calculation: Number of performance indicators achieved / Total number of performance indicators * 100
<b>Means of Verification</b>	Performance analysis in the Quarterly Management Report
<b>Assumptions</b>	Annual Performance Plan is approved, and no amendments need to be made
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Non-Cumulative
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Higher than targeted performance is desirable
<b>Indicator Responsibility</b>	Programme 1 - Director of Corporate Services

Indicator Title	1.6.1. Percentage availability of all IT systems
Definition	The indicator refers to the percentage time that IT systems are available and operational
Source of data	IT progress reports
Method of Calculation / Assessment	Percentage availability of all IT systems / Number of servers *100
Means of Verification	Signed IT progress reports
Assumptions	All IT systems are available to support business operations
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Same or higher level of IT systems availability
Indicator Responsibility	Programme 1 - Director of Corporate Services

Indicator Title	1.7.1. Disposition towards Brand South Africa as an entity study score
Definition	The indicator refers to research conducted to attain information on the disposition towards Brand South Africa as an entity
Source of data	Research Reports
Method of Calculation / Assessment	Simple count of the number of questionnaires produced
Means of Verification	Signed Research Reports
Assumptions	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annually
Desired Performance	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24
Indicator Responsibility	Programme 2: Chief Marketing Officer



## 2. PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

<b>Indicator Title</b>	<b>2.1.1. Number of marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences</b>
<b>Definition</b>	The indicator refers to conducting marketing campaigns that drive attractiveness of the Nation Brand. A marketing campaign is an organised course of action to promote a brand, which in this case is the country's Nation Brand. Marketing campaigns are aimed at promoting investment, pride, active citizenship, social cohesion, attracting investments and tourism
<b>Source of data</b>	Post-campaign reports
<b>Method of Calculation / Assessment</b>	Simple count of number of marketing campaigns implemented
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>▪ Quarterly Agency Brief</li> <li>▪ Signed post-campaign reports</li> </ul>
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Reach targeted audience through marketing campaigns
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

Indicator Title	2.2.1. Number of Nation Brand promotion activities implemented at global strategic platforms per year
<b>Definition</b>	The indicator refers to the number of global strategic platforms leveraged to position South Africa. Strategic platforms are key events that Brand South Africa leverages to amplify Nation Brand messaging and visibility
<b>Source of data</b>	Approved concept document and signed exit report per project
<b>Method of Calculation / Assessment</b>	Simple count of number of activities at strategic platforms leveraged
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>▪ Approved concept document per project</li> <li>▪ Signed exit report per project</li> </ul>
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Leverage strategic platforms to position South Africa favourably
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

Indicator Title	2.3.1. Number of State of the Nation Brand insights developed and disseminated
<b>Definition</b>	The indicator refers to analysis of independent reports that track South Africa's global reputation and brand familiarity. The indicator will assess the way in which the South African brand is perceived by audiences globally through drawing insights from these reports
<b>Source of data</b>	Independent reports on South Africa's global reputation
<b>Method of Calculation / Assessment</b>	Simple count of the number of State of Nation Brand insights developed and disseminated
<b>Means of Verification</b>	Signed report that provide detailed analysis and recommendations
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Produced report on Nation Brand reputation
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

<b>Indicator Title</b>	<b>2.4.1. Number of registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically</b>
<b>Definition</b>	The indicator refers to communication activities and interventions implemented towards shaping and influencing a positive narrative about South Africa through favourable media coverage
<b>Source of data</b>	Register of communications activities and interventions implemented quarterly
<b>Method of Calculation / Assessment</b>	Simple count of the number of registers
<b>Means of Verification</b>	Signed register of communication activities and interventions implemented quarterly
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Produce registers of communication activities and interventions
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

Indicator Title	2.4.2. Number of media engagements aimed at management of relations with international and domestic media
<b>Definition</b>	The indicator refers to media engagements aimed at management of relations with international and domestic media
<b>Source of data</b>	Media engagement exit reports
<b>Method of Calculation / Assessment</b>	Simple count of the number media engagements
<b>Means of Verification</b>	Signed quarterly media engagement exit reports
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Build enhanced relations with media
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

Indicator Title	2.4.3. Number of assessments on the efficacy of the BSA Digital Programme
Definition	The indicator refers to reports on the promotion of the Nation Brand through the Digital Programme
Source of data	Digital Programme reports
Method of Calculation / Assessment	Simple count of the number of Digital Programme reports
Means of Verification	Signed quarterly digital programme reports
Assumptions	None
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Enhanced visibility of the Nation Brand
Indicator Responsibility	Programme 2 - Chief Marketing Officer

<b>Indicator Title</b>	<b>3.1.1. Number of activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)</b>
<b>Definition</b>	The indicator refers to a measure of the total number of Play Your Part activities conducted
<b>Source of data</b>	Signed consolidated quarterly report
<b>Method of Calculation / Assessment</b>	Simple count of the number of activities that promote active citizenry and advocacy through the Play Your Part Programme
<b>Means of Verification</b>	Signed consolidated quarterly report
<b>Assumptions</b>	None
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Execute activities aimed at promoting active citizenry and advocacy
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

Indicator Title	3.2.1. Number of activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)
Definition	The indicator refers to campaigns and activations aimed at promoting Constitutional values and social cohesion implemented
Source of data	Quarterly campaign report and quarterly activations reports
Method of Calculation / Assessment	Simple count of the number of Constitutional awareness activities implemented
Means of Verification	<ul style="list-style-type: none"> <li>▪ Signed quarterly campaign reports</li> <li>▪ Signed quarterly activations reports</li> </ul>
Assumptions	The initiative remains a MTSF priority over the medium to long term
Disaggregation of Beneficiaries (where applicable)	Not applicable
Spatial Transformation (where applicable)	Not applicable
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Constitutional values promoted through campaigns and activations
Indicator Responsibility	Programme 2 - Chief Marketing Officer



Indicator Title	3.3.1. Number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)
<b>Definition</b>	The indicator refers to the number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)
<b>Source of data</b>	<ul style="list-style-type: none"> <li>▪ Concept document per activity</li> <li>▪ Exit report per activity</li> </ul>
<b>Method of Calculation / Assessment</b>	Simple count of the number of Global South Africans activities implemented
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>▪ Signed concept document per activity</li> <li>▪ Signed exit report per activity</li> </ul>
<b>Assumptions</b>	Not applicable
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Implement activities aimed at promoting advocacy to South Africans living abroad
<b>Indicator Responsibility</b>	Programme 2 - Chief Marketing Officer

## 3. PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

<b>Indicator Title</b>	<b>4.1.1. Number of coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers</b>
<b>Definition</b>	The indicator refers to the number of coordinated stakeholder activities implemented (internationally and domestically) in collaboration with public sector, private sector, and civil society stakeholders
<b>Source of data</b>	<ul style="list-style-type: none"> <li>▪ Consolidated quarterly concept document per sub-unit.</li> <li>▪ Consolidated quarterly exit report per sub-unit</li> </ul>
<b>Method of Calculation / Assessment</b>	Simple count of the number of coordinated stakeholder activities conducted
<b>Means of Verification</b>	<ul style="list-style-type: none"> <li>▪ Signed consolidated quarterly concept per sub-unit.</li> <li>▪ Signed consolidated exit report per sub-unit</li> </ul>
<b>Assumptions</b>	There are willing and able participants and an enabling logistical environment
<b>Disaggregation of Beneficiaries (where applicable)</b>	Not applicable
<b>Spatial Transformation (where applicable)</b>	Not applicable
<b>Calculation Type</b>	Cumulative (year-end)
<b>Reporting Cycle</b>	Quarterly
<b>Desired Performance</b>	Implement coordinated stakeholder activities
<b>Indicator Responsibility</b>	Programme 3 - Chief Marketing Officer

---

## ANNEXURES TO THE ANNUAL PERFORMANCE PLAN

### ANNEXURE A: AMENDMENTS TO THE STRATEGIC PLAN

There are no amendments to the approved 2020-2025 Strategic Plan, as 2024/25 is the final year of implementation of the five-year strategy.

### ANNEXURE B: CONDITIONAL GRANTS

Not applicable to Brand South Africa.

### ANNEXURE C: CONSOLIDATED INDICATORS

Not applicable to Brand South Africa.

### ANNEXURE D: DISTRICT DEVELOPMENT MODEL

Not applicable to Brand South Africa.