



Inspiring new ways

BRAND SOUTH AFRICA

FINAL 2019/2020 ANNUAL PERFORMANCE PLAN

31 JANUARY 2019





Inspiring new ways

THE BRAND SOUTH AFRICA TRUST

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ANNUAL PERFORMANCE PLAN

for the financial year

2019/20 - 2021/22

FINAL - 28.01.2019

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OFFICIAL SIGN-OFF

It is hereby confirmed that this Annual Performance Plan for the Brand South Africa Trust:


- 1) was developed by the management team under the guidance of the Board and the Executive Authority, the Minister of Communications;
- 2) is developed in line with the revised Brand South Africa Strategic Plan for 2015/16/-2019/20;
- 3) accurately reflects the performance targets and milestones that Brand South Africa will seek to achieve given the resources available in 2019/20.

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ABBREVIATIONS AND ACRONYMS

AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
BRICS	Brazil, Russia, India, China and South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
DOC	Department of Communications
DPME	Department of Performance Monitoring and Evaluation
ERP	Enterprise Resource Planning
Exco	Executive Committee
EY	Ernst and Young
GCI	Global Change Institute
GCIS	Government Communications and Information Service
GDP	Gross Domestic Product
GSA	Global South Africans
HOD	Head of Department
HR	Human Resources
ICT	Information and Communication Technology
IT	Information Technology
KPA	Key Performance Area
KPI	Key Performance Indicator
MTSF	Medium Term Strategic Framework
NBI	Nation Brand Index
NDP	National Development Plan, Vision 2030
PFMA	Public Finance Management Act
POE	Portfolio(s) of Evidence
PYP	Play Your Part
Q	Quarter
REMCO	Remuneration Committee
SA	South Africa
SABC	South African Broadcasting Corporation
SACF	South African Competitiveness Forum
SMART	Specific, Measureable, Achievable, Realistic and Time-bound
SO	Strategic Objective
SOE	State Owned Enterprises
TID	Technical Indicator Description
WEF	World Economic Forum

TABLE OF CONTENTS

OFFICIAL SIGN-OFF3

ABBREVIATIONS AND ACRONYMS4

TABLE OF CONTENTS5

PART A. STRATEGIC OVERVIEW OF BRAND SOUTH AFRICA7

1. UPDATED SITUATIONAL ANALYSIS INFORMING THE 2019/20 ANNUAL PERFORMANCE PLAN AND TARGETS.....15

 1.1. *PERFORMANCE DELIVERY ENVIRONMENT*.....15

 1.2. *ORGANISATIONAL ENVIRONMENT*26

 1.3. *PRIORITIES INFORMING 2019/20 AND MTEF PLANNING*.....28

REVISIONS TO LEGISLATIVE AND POLICY MANDATES29

2019/20 MTEF BUDGET AND ESTIMATES29

 1.4. *EXPENDITURE BY PROGRAMME/OBJECTIVE*29

 1.5. *REVENUE AND EXPENDITURE BY ECONOMIC CLASSIFICATION*.....29

PART B: BRAND SOUTH AFRICA PROGRAMME PLANS FOR 2019/20.....30

PROGRAMME 1: ADMINISTRATION.....30

 1.6. *PROGRAMME 1: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20*.....31

 1.7. *PROGRAMME 1: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20*.....32

 1.8. *PROGRAMME 1: QUARTERLY TARGETS FOR 2019/20*.....33

 1.9. *PROGRAMME 1: KEY PERFORMANCE ENABLERS*35

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT35

 1.10. *PROGRAMME 2: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20*.....36

 1.11. *PROGRAMME 2: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20*.....40

 1.12. *PROGRAMME 2: QUARTERLY TARGETS FOR 2019/20*.....45

 1.13. *PROGRAMME 2: KEY PERFORMANCE ENABLERS*48

PROGRAMME 3: STAKEHOLDER RELATIONSHIPS.....49

 1.14. *PROGRAMME 3: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20*.....50



1.15. PROGRAMME 3: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20.....51

1.16. PROGRAMME 3: QUARTERLY TARGETS FOR 2019/2053

1.17. PROGRAMME 3: KEY PERFORMANCE ENABLERS54

PART C: LINKS TO OTHER PLANS.....55

LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS55

CONDITIONAL GRANTS55

PUBLIC ENTITIES / SUBSIDIARIES REPORTING TO BRAND SOUTH AFRICA55

PUBLIC-PRIVATE PARTNERSHIPS55

MATERIALITY FRAMEWORK.....55

ANNEXURE A: CHANGES TO STRATEGIC PLAN56

PART A. STRATEGIC OVERVIEW OF BRAND SOUTH AFRICA

The Brand South Africa Trust (Brand South Africa) was established in 2002 in terms of the Trust Property Control Act No.57 of 1988, as amended. Brand South Africa is further listed as a Schedule 3A Public Entity in terms of the Public Finance Management Act No.1 of 1999 (PFMA).

Brand South Africa reports to the Department of Communications (DOC) as its Executive Authority, and from which it receives its annual budget. It aims to support the National Priorities and Outcomes as detailed in the National Development Plan, Vision 2030, and the aligned Medium Term Strategic Framework (MTSF), specifically in support of South Africa's national objectives of inclusive economic growth, job creation, poverty alleviation and social cohesion.

In terms of the Trust Deed, the Board of Brand South Africa provides strategic direction and leadership to Brand South Africa to ensure its long-term sustainability and impact; and in order to fulfil its responsibilities, the Board is supported by the Chief Executive Officer and management team who implement the Board approved strategic plan and policies.

Brand South Africa strives to comply with the principles contained in the King Code on Corporate Governance in South Africa (2016) (King IV). In line with good corporate governance practices and the principles of the PFMA, the Board of Trustees of Brand South Africa responded to the revisions to the Brand South Africa Trust Deed (2013) and developed a revised corporate strategic plan for the organisation, covering the period between 2019/20 and 2021/22, i.e. to the end of the current MTSF 2014-2019, and one additional year as prescribed by DPME. This aligned annual performance plan (APP) for the organisation reflects the 2019/20 medium term expenditure framework targets and responsibilities of the rolling milestones defined by the strategic plan.

During the period May to June 2018, Brand South Africa embarked on a process to critically examine progress in terms of its strategic posture and direction in line with its mandate, and the shifts in the environment which have an impact on its planning and programme delivery. The planning process was necessarily iterative and entailed critically examining the performance metrics of the organisation, with a focus on sharpening the orientation of the organisation around the pillars of its strategic framework - the "House":

- Proactive and coordinated reputation management of the Nation Brand;
- Proactive and coordinated communication of the Nation Brand values system and value proposition; and
- Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity.

The Annual Performance Plan also reflects Brand South Africa's commitment to conduct its core business on a foundation of sound governance, high performance, the optimal utilisation of resources, and capable support functions that enable the mission directed focus of the organisation.

This APP should be read together with the 2015/16-2019/20 Strategic Plan of Brand South Africa. Together, these documents ensure that the organisation complies with the National Treasury Framework for Strategic Plans and Annual Performance Plans (August 2010).

This Annual Performance Plan reflects the 2019/20 performance indicators, annual and quarterly targets and budget allocations for performance against the strategic goals, strategic objectives and strategic objective targets reflected in the Strategic Plan, which outlines the high-level strategic framework of Brand South Africa as follows:

OUR PURPOSE / PRIMARY OBJECT:

Brand South Africa was established in terms of a Trust Deed (as amended), with the ultimate aim to:

Make an indirect contribution to economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand South Africa.

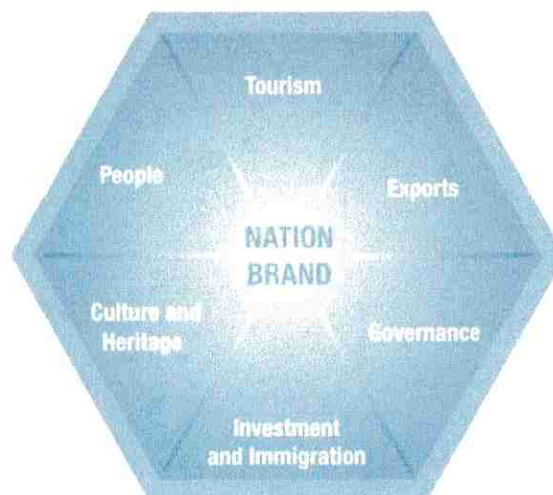
This aim will be achieved as Brand South Africa fulfils its mandate:

To manage South Africa's Nation Brand reputation in order to improve the country's global attractiveness and competitiveness.

A key term contained in the mandate statement is "Nation Brand", which needs to be defined and 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. These are: Investment, Governance, People, Culture, Tourism and Exports.

Figure 1: Nation Brand Hexagon



From this list of attributes tested through reputation studies, it is evident that 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, businesses, universities, civil society and government institutions.

Therefore, building a Nation Brand is a collective national effort and requires that the nation understands domestic trends, perceptions and factors that impact on pride and commitment of South Africans to the nation and the Nation Brand. The Nation Brand Index (NBI) as outlined in Fig. 1 is based on an annual study by the same name (conducted by Anholt GfK-Roper - recently purchased by IPSOS). However, note that in addition to the reputation indicators derived from the NBI, Brand South Africa's Nation Brand Performance monitoring develops broader insight into how South Africa performs in a range of governance, human development, competitiveness, and economic/doing business related indices. These indicators provide additional insight on pillars contained in the Nation Brand Index. For further updated detail refer to Annexure C.

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

Table 1: Annual performance against National Level Impact Indicators

Index	MTSF 2019 / 5 Year Target	Actual Performance (as at Nov 2018) ¹
Social Cohesion Index (MTSF)	From 80.4% in 2011 to 90% in 2019	60.1%
Active Citizenship Index (MTSF)	From 79% in 2011 to 85% in 2019	62.7%
Percentage "Inspiring New Ways" domestic awareness	From 36% in 2014 to 39% by 2019	38%
Percentage "Inspiring New Ways" international awareness	From 14% in 2014 to 18% by 2019	13%

In addition to the above, we also monitor a number of external indices that contribute to a better understanding of the performance of the nation brand, including the WEF Global Competitiveness Index; the IMD Competitiveness Report and the Pride Index derived from the domestic perception study, to name a few.

In this context, and in achieving its mandate to manage the Nation Brand reputation, the purpose (primary object) of Brand South Africa is:

¹ Note: Progress in relation to these National Indicators is beyond the control of Brand South Africa. Brand South Africa coordinates and analyses the research and reports on progress, but does not control, nor can be measured by, the results.

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

This appreciation of its mandate and purpose then informs the crafting of the vision (strategic intent) and mission (strategic focus) of the organisation.

OUR VISION:

In delivering on its mandate and purpose, Brand South Africa sets for itself the following vision:

A Nation Brand that inspires its people and is admired globally

OUR MISSION:

In achieving its vision and delivering on its purpose, Brand South Africa defines its mission as follows:

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

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

OUR VALUES:

In working towards the achievement of its vision and mission, Brand South Africa subscribes to the core values of the Republic of South Africa articulated in the Constitution (the Nation Brand values), namely:

One sovereign, democratic state founded on the values of:

- 1) Human dignity, the achievement of equality and the advancement of human rights and freedoms.
- 2) Non-racialism and non-sexism.
- 3) Supremacy of the constitution and the rule of law.
- 4) Universal adult suffrage, a national common voter's roll, regular elections and a multi-party system of democratic government, to ensure accountability, responsiveness and openness.

In turn, Brand South Africa as an organisation subscribes to the following internal performance values, which are in line with the *Batho-Pele (People First)* principles:

Table 2: Brand SA internal performance Values

Value	What it means in practice for Brand South Africa
D Determination	<ul style="list-style-type: none"> • We have the ability to refuse to give up despite the challenges. We keep our eye on the objective; we stay focused and persevere. We remain driven and keep going at it. • We always collaborate when we work (team work). We will keep going at it, even if it is against the odds. We are hungry to succeed, regardless the challenges. • 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.
I Integrity	<ul style="list-style-type: none"> • 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. • 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. • We treat all people with respect and never look down on anybody. We act with discretion and avoid gossip. We “talk straight” (communicate clearly) and ask if we feel unsure.
D Diversity	<ul style="list-style-type: none"> • We accept, understand and embrace the differences between us; our backgrounds, cultures and views. • 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. • 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.
I Innovation	<ul style="list-style-type: none"> • 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. • We actively look for new ways of improving things and bring new ways of thinking into the organisation. We constantly challenge the status quo and we are open to other people’s ideas. • 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.

C	Cooperation	<ul style="list-style-type: none"> • We work together as a cohesive unit to achieve a common goal. • We collaborate efficiently and effectively with enough patience and understanding to achieve a common goal. We communicate clearly and adhere to set rules. • We have a can-do and resilient attitude. • We understand the task at hand and take responsibility and accountability for our actions.
U	Ubuntu	<ul style="list-style-type: none"> • We show compassion, humanity and humility. • Every little thing we each do contributes towards a bigger, shared goal. We show empathy and we share our knowledge and mentor those who are in need of it. • We are all in this together and we function as one. 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.

It is noted that the values require targeted management intervention to ensure that they are visible and “lived”. They should be assessed as part of the performance management approach of Brand South Africa, under the direction of the Board and the Chief Executive Officer. Furthermore, Brand South Africa’s Board Charter should be aligned to these same values.

OUR STRATEGIC GOALS (OUTCOME ORIENTATED GOALS):

Brand South Africa’s strategic goals are both reactive to the environment and development priorities and are also proactive in describing the desired future state. They are reflected as “outcomes” - specific and measurable statements describing what Brand South Africa seeks to achieve as it pursues its strategic intent. Individually, each goal represents an aspiration Brand South Africa seeks to achieve as it pursues its mission (aim). Collectively, the goals define the full range of the Brand South Africa’s role and focus. The attainment of each goal will require Brand South Africa specific focus as well as, importantly, support and collaboration from both internal and external stakeholders.

To give effect to its mission, Brand South Africa has defined four strategic goals (outcomes) to direct its effort and focus. The table below reflects the strategic goals, their focus areas and how each goal cascade into the programmatic focus of Brand South Africa:

Table 3: Brand SA strategic goals, effort and focus

Strategic Goal	Focus of the Goal
<p>In support of MTSF Outcomes:</p>	
<p>1) 4: Decent employment through inclusive economic growth - although Brand South Africa as an entity does not directly create jobs or drive economic growth, through its policies and programmes it encourages local and foreign investment, tourism and trade through the promotion of the Nation’s Brand.</p> <p>2) 11: Create a better South Africa, a better Africa and a better world - a focus on pursuing African development and enhanced international cooperation through the building of mutually beneficial regional and global relations, and improving the country’s global cooperation, attractiveness and competitiveness.</p> <p>3) 14: A diverse, socially cohesive society with a common national identity - reflects outputs relevant to Brand South Africa related to research and the tracking of defined social cohesion indexes, as well as building individual support for the brand in South Africa and pride and patriotism amongst South Africans.</p>	
<p>In support of DOC Strategic Goal 2: Improved government communication and country branding.</p>	
<ul style="list-style-type: none"> • Sound governance, high performance and the optimal utilisation of available resources. 	<ul style="list-style-type: none"> • Sound governance and internal controls. • Build a high performing organisation through the optimal utilisation of technological, financial and human capital and resources.
<ul style="list-style-type: none"> • Proactive and coordinated reputation management of the Nation Brand. 	<ul style="list-style-type: none"> • Mobilise stakeholders towards a common approach to the management of Nation Brand: <ol style="list-style-type: none"> 1) State institutions, 2) Private sector, 3) Civil society, • Commission, undertake or interpret research and analysis of the reputation and performance of the Nation Brand. • Implement interventions to reinforce the reputation of the Nation Brand, domestically and internationally.
<ul style="list-style-type: none"> • Proactive and coordinated communication of the Nation Brand values system and value proposition. 	<ul style="list-style-type: none"> • Source and package information and content, and develop messaging at 2 levels: <ol style="list-style-type: none"> 1) Reactive, 2) Proactive. • Develop messages around the nation brand value system that will inspire South Africans to identify with the Nation Brand. • Implement interventions to strengthen relations and liaison with media and related partners to disseminate the message.

Strategic Goal	Focus of the Goal
<ul style="list-style-type: none"> Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity. 	<ul style="list-style-type: none"> Promote and champion programmes that enhance the Nation Brand and equip South African's to brand themselves as proud and patriotic citizens. Coordinate and ensure alignment of marketing approaches of and with various stakeholders. Understand and advocate the Nation Brand positioning.
<p>In support of Outcome 12: An efficient, effective and development oriented public service - reflects outputs relevant to Brand South Africa related to governance, public accountability and organisational effectiveness.</p>	

In turn, the four strategic goals then inform the alignment to the delivery structure of Brand South Africa and the later development of strategic objectives, programme performance indicators and annual and quarterly performance data. Therefore, the focus is on ensuring that the specified goals are specific and measurable, and implementation programmes can be delivered and reported upon.

1. UPDATED SITUATIONAL ANALYSIS INFORMING THE 2019/20 ANNUAL PERFORMANCE PLAN AND TARGETS

As an update to the situational analysis in Brand South Africa's 2015/16-2019/20 Strategic Plan, discussed below are the salient external and internal environment shifts influencing Brand South Africa's performance and 2019/20 performance plan and targets.

1.1. PERFORMANCE DELIVERY ENVIRONMENT

MACRO-ENVIRONMENTAL ANALYSIS

The macro-environmental analysis comprises extracts from Brand South Africa's May 2018 environmental scan, reflecting the key environmental shifts at a global, regional and domestic level since the May 2017 environmental scan.

Global, continental and regional environment

South Africa has the potential to reinforce its position as a promising Emerging Market, however several geopolitical factors and international economic uncertainty need to be considered, such as:

- Regional and global environments are increasingly defined by uncertainty & unpredictability;
- Emergence of trade war rhetoric and policy interventions by the USA, China, and EU;
- Global economic conditions remain uncertain - with extreme changes in both the security & political dynamics in the Eurozone, North America;
- Threat of retaliatory trade war measures between USA, China. US imposition of tariffs on South African steel & aluminium commodities;
- Brexit further stands to impact on the Nation Brand due to the fact that the UK remains one of the major investors in the South African economy. The questions as to whether the UK can broker an exit deal with the EU stands to have implications for UK-South Africa relations;
- Above developments calls for increased BRICS & Emerging Market focus with pivot points on Africa & ASEAN;
- In the East, China's relative slow-down, and increased tensions in the South China seas link to spreading global insecurity and major power rivalry;
- Global and regional security environment characterized by ongoing destructive proxy conflicts in regions destabilized by decades of ongoing external (often unilateral) interventions: Syria, Iraq, Yemen, Afghanistan, Somalia, Libya. Further afield in South America, recent political developments in Venezuela regarding the recognition of the government has implications for the South African foreign policy position, especially in the context of the country's non-permanent seat on the United Nations Security Council, and

- In the Middle East - increased risk of confrontations between Iran - Israel & Saudi Arabia;
- South Africa's ascension to the Tripartite Free-Trade Area Agreement during 2018 can impact positively on a and renewed South African positioning in peer African markets and regions;
- BRICS institutionalisation and role in global governance & transformation; and
- Prevailing cautious approach towards South Africa among international investment/business networks.

The South African Reserve Bank is a globally well respected source of analysis and perspective on the relative economic health of the Nation Brand. Furthermore, international practice indicates that the analysis of short, medium and long-term economic outlook of nations are to a large extent influenced by central banks. For this reason the below reference to the Reserve Bank Financial Stability Review, provides high-level strategic insight into challenges the Nation Brand will continue to face in the 2018/19 period covered by the Brand South Africa Annual Performance Plan.

Table 4: Risk assessment matrix (SA Reserve Bank)²

Probability	Expected impact on financial stability in South Africa
Vulnerable domestic fiscal position	
Medium	High
The domestic fiscal position remains vulnerable despite measures of fiscal consolidation and debt stabilisation announced in the February 2018 Budget. Rising contingent exposures of government to state-owned enterprises (SoEs) (Eskom and Road Accident Fund) could put additional pressure on government finances	The amount of guarantees provided by government has remained unchanged over the past three years but SoEs' exposure has increased markedly as they draw on the guarantees. The ability of SoEs to roll over debt is of concern as associated liquidity shortfalls could place additional pressure on government finances through increased usage of these government guarantees. This could result in an increase in government's borrowing requirement and increase the risk of further credit rating downgrades, which could create negative feedback loops for the banking sector and negatively impact on asset prices, economic growth and the country's fiscal position
Persistently low GDP growth impacts on bank asset quality	
Medium	High
The continued synchronised downward phases of the South African financial and business cycles, implying that any recession could potentially be longer and deeper and also impact the banking sector in terms of higher impairments and lower asset quality.	Elevated debt levels combined with low growth in disposable income and muted corporate profitability impacting on the household and corporate sectors (higher unemployment, reduced ability to service debt) could cause a deterioration in the asset quality of banks through higher impairments. The impact of IFRS 9 on the banking sector's capital and reserves could be significantly exacerbated in such an environment.
Abrupt repricing of risk premiums triggered by a policy expectation shock	
Medium	Medium
Stronger than expected economic performances in key economies (eg. US) could trigger a policy shock and a repricing of risk premiums, particularly in overvalued markets.	The financial system becomes more vulnerable to sharp corrections should earnings and credit performance change abruptly. Weaker confidence, higher financial market volatility and/or asset price losses (exchange rates, bond yields and equities) could ensue
Trade protectionist measures	
High	High
Rising prospects of trade protectionist measures by the US and potential retaliatory measures by affected countries	Rising protectionism could have far-reaching consequences for global growth, inflation and asset prices. Apart from higher tariffs actually resulting in lower global exports and higher inflation, retaliation measures by affected countries could result in tariffs being imposed across different sectors. This could translate into lower global growth, while persistent trade policy uncertainty could negatively affect global asset prices

Source: South African Reserve Bank - Financial Stability Review First Edition 2018

² SA Reserve Bank Financial Stability Review First Edition (2018)

There are a number of broad regional dynamics that impact on the operating conditions for SA Inc. and Brand South Africa. As discussed in the Strategic Plan, this calls for constant awareness and vigilance in analysing operating environments and dynamic changes that occur therein, including:

- 1) Situational awareness regarding unfolding conditions of conflict and uncertainty. The geopolitical crises and struggles in North Africa and the Middle East, Mali, Libya, Chad - Central African Republic, South Sudan, Somalia and Yemen remain particularly relevant.
- 2) The areas with the highest GDP growth potential - Maputo, Casablanca, Lagos, Abidjan, Dar es Salaam, Abuja, Accra, Lusaka, Nairobi and Kumasi.
- 3) US withdrawal from Iran Nuclear deal adds renewed uncertainty in terms of geopolitical frictions in the region.
- 4) Major regional powers, with international linkages increasingly belligerent - Saudi Arabia transformation under new King, Turkey, Iran. Impacts on proxy conflicts in Iraq, Syria, Yemen.

In terms of the Nation Brand, there is a need to understand what the commonalities are in terms of culture and in line with the Africa 2063 agenda. There is a need to not only focus on the big markets of USA and Europe, but to work together with other African Nations to develop Africa, while benefiting South Africa. South Africa needs to counter the perception of South Africa being aggressive and not truly African, and market its competitive advantages in congruence with Africa.

South Africa specific, and domestically:

The key domestic environment issues that have come to the fore in 2018/19 include:

- 1) 2019 is an election year wherein increased political contestation and debate can be expected;
- 2) Governance of SOEs and impact on government fiscal position. Notable interventions by Minister of Public Enterprises. However, note that SOEs play a critical role in advancing the agenda of a developmental state - like South Africa. To this end, an improved reputation (and governance) of South African SOEs stand to have a major positive impact on the over-all reputation of the Nation Brand;
- 3) Enhancement of investment attractiveness & improving domestic/internal business confidence through investment drive & presidential investment envoys;
- 4) Uncertainty created by policy on land expropriation without compensation. Wildcat land invasions around cities/metros set to challenge Nation Brand reputation in terms of property rights & security of tenure (stability);
- 5) Perceptions of compromised governance e.g. Commission of Inquiry into State Capture, Gauteng mental health crisis, North West province uprising against Premier, ongoing investigations into maladministration and corruption;

- 6) Note that the commission of inquiry into state capture is a double edged sword for the Nation Brand. On the one hand it illustrates extremely high levels of transparency (as seen in the Open Budget Index where South Africa ranks 3/102 nations - making it a world leader in terms of government transparency, meaning that corruption will be exposed no matter what). On the other, the work of the commission is exposing painful details regarding corrupt and unethical behaviour in both the public and private sectors.

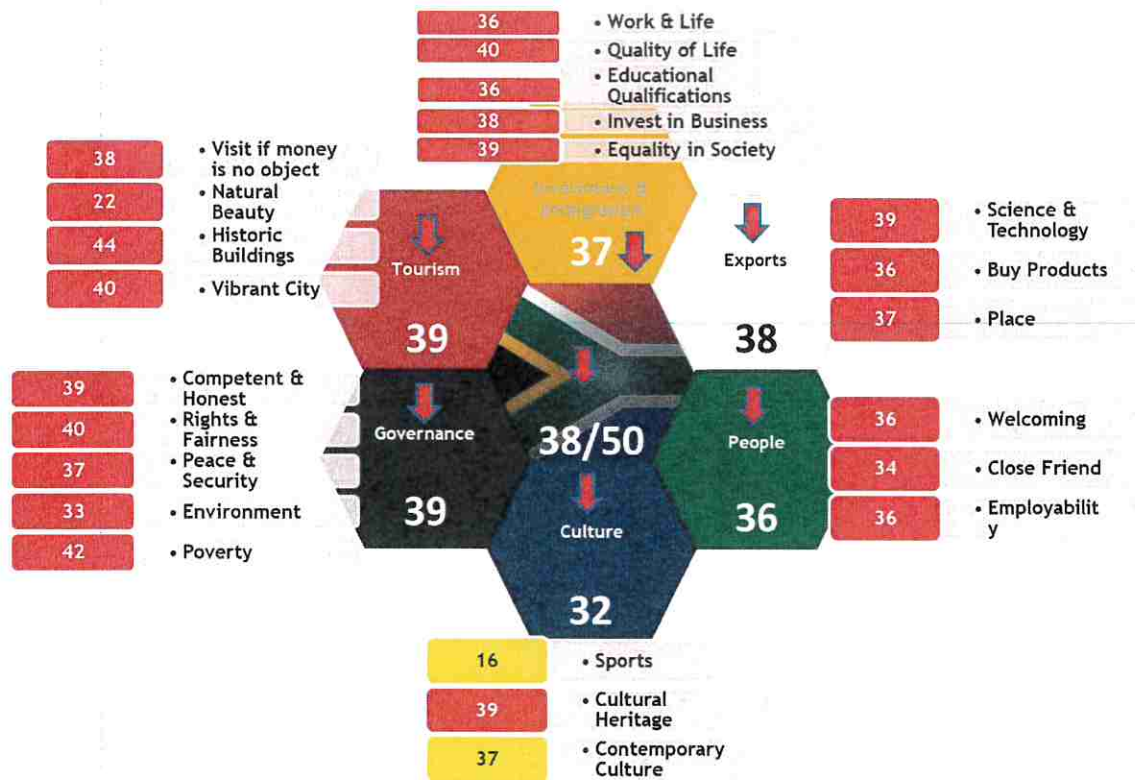
The Domestic perceptions survey 2018 - positive highlights:

- The recent Board appointments to Eskom sends a very positive and strong message about actions taken against corruption in this State-Owned Enterprise (69%);
- 55% of respondents have utmost confidence in the Government's ability to investigate and root out corruption;
- South Africa has very strong institutions, and legal or court systems to hold both private and public sector to account in cases of alleged corruption (68%); and
- President Cyril Ramaphosa's newly appointed cabinet can deliver on the objectives communicated during the State of the Nation (SONA) address (64%);

Domestic perceptions survey 2018 - challenges:

- Companies such as Mckinsey, Steinhoff and KPMG have done a lot of damage to the image of South Africa (55%);
- 53% of respondents indicated that they have personally experienced some form of racism in the past 5 years; and
- 54% of respondents indicated that the constitutions should be changed to enable land exploration without compensation to be implemented.

Figure 2: Nation Brand performance - 2017 update to the Nation Brand Index (NBI)



In the 2016 NBI South Africa moves up in ranking from 38 to 35 out of 50 nations in its overall position, however, in 2017 back to 38/50 due to momentum of Chile & Peru; and

During 2017, NBI as well as International Investor Perceptions Research indicate a palpable weakening of the country’s reputation due to internal challenges - Credit rating downgrade, recessionary tendencies in the economy, corruption, and increasingly negative perceptions of public sector/state governance.

The NBI, therefore, alludes to the following Nation Brand strengths to leverage and challenges to engage:

Table 5: Brand SA national strengths and challenges

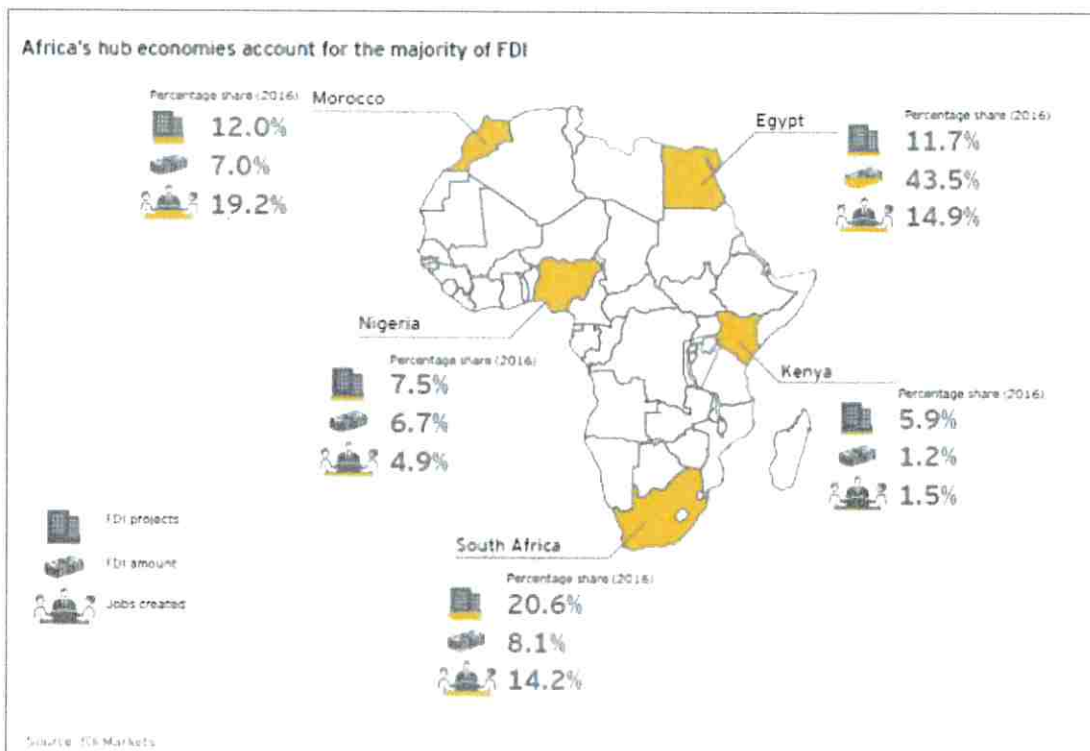
Strengths to Leverage	Challenges to Mitigate
<ul style="list-style-type: none"> Culture in NBI and through Brand South Africa fieldwork in peer African countries, this element can be used much more robustly in international communications, marketing and positioning, especially focusing on contemporary culture. 	<ul style="list-style-type: none"> The sub pillar ‘invest in business’ needs to be taken into consideration. The country has seen a slight improvement in how we are viewed as a technologically advanced nation. However, Brand South Africa will continue to use partnerships and

Strengths to Leverage	Challenges to Mitigate
<ul style="list-style-type: none"> • Sports and the welcoming nature of South African's continue to be our strengths. • Notable reputation improvements in Australia and Japan the past year. • Stronger reputation in Sweden, Turkey and USA. 	<p>digital platforms to position SA as a technologically advanced and innovative nation.</p> <ul style="list-style-type: none"> • In terms of the People pillar, Brand South Africa has seen a decline in how we are viewed as “employability”. This is also echoed in the Domestic Perceptions study, where citizens indicate the frustration in the lack of job creation

International investor environment - South Africa as an investment destination and as a source of investment in Africa:

- South Africa continues to attract the bulk of FDI projects destined for the continent at a share of 20.6% of all investments, with Egypt at 11.7%, Morocco at 12%, Nigeria at 7.5% and Kenya at 5.9%. Notable in this regard is that Ernest and Young (EY) indicates investment flows favoured Africa's more diversified markets.
- The EY Africa Attractiveness Index for 2017 ranks South Africa and Kenya as the second most attractive investment destination. Topping the list is Morocco.
- South Africa remains a major source of investment in the African economy.

Figure 3: 2017 EY Africa Attractiveness Index



Source country	FDI projects			FDI investment (US\$b)		Jobs created from FDI	
	2016	2015	Percentage change	2016	Percentage share	2016	Percentage share
US	91	96	-5.2	3.6	3.9	11,430	8.9
France	81	58	39.7	2.1	2.2	8,087	6.3
China	66	32	106.3	36.1	38.4	38,417	29.7
UK	41	77	-46.8	2.4	2.5	2,383	1.8
UAE	35	50	-30.0	11.0	11.7	8,109	6.3
South Africa	29	33	-12.1	1.6	1.7	2,925	2.3
Japan	27	12	125.0	3.1	3.3	6,630	5.1
Switzerland	27	18	50.0	0.5	0.6	1,557	1.2
Spain	23	16	43.8	0.8	0.8	2,049	1.6
Italy	20	16	25.0	4.0	4.3	2,137	1.7
Germany	19	38	-50.0	0.4	0.4	2,389	1.8
India	18	45	-60.0	1.2	1.2	1,924	1.5
Morocco	17	14	21.4	4.8	5.1	3,957	3.1
Kenya	14	36	-61.1	0.1	0.1	462	0.4
Nigeria	11	14	-21.4	0.4	0.4	732	0.6

Source: EY Markets

In summary, the 2017 environmental analysis indicates a decline in the Nation Brand performance on all six pillars. Governance remains a critical reputation challenge both internally and externally from a perception point of view. This will be amplified as the country heads towards 2019 General Elections. Renewed focus on investment, economic development, interventions in SOEs, and goals of the NDP can be leveraged to counter negative discourses and enhance reputation. Entrench messages of policy continuity. Increased global risk factors due to rapid internal changes in so-called advanced economies' political landscapes.

EXTERNAL ENVIRONMENTAL FACTORS INFORMING PLANNING FOR THE 2019/20 MTEF

The macro-environmental context has provided input to the following 2019/20 MTEF planning considerations, discussed under each of Brand South Africa's core business strategic pillars.

Reputation management of the Nation Brand:

While the negative impact of the credit rating downgrade is known and well publicised, Brand South Africa needs to ensure a coherent message is conveyed that government, in collaboration with the private sector and civil society, is clear on what needs to be done to rebound from the downgrade.

Biased media reporting challenges Brand South Africa to strengthen its approaches to ensuring a research/evidence-based balanced narrative is transmitted. This includes strengthening relations with the media, providing research insights to media outlets and ensuring research is accessible to citizens.

- 1) The challenging and, in some instances, worsening socio-economic-political climate and the sense of negativity portrayed by many South Africans has the potential to plunge the population of 54 million people into an overwhelming negative sentiment about the Nation Brand. While many peer countries face similar challenges, they mostly portray themselves differently to the way South Africa does.
 - a) To counter the negativity, it is imperative that a balanced, unmuffled message is told of what is working and what is not, and that Brand South strengthens its approaches to ensuring the good things about the country are elevated. This requires the resolve to work closely with all stakeholders impacting on the reputation of the Nation Brand;
 - b) Conveying the Brand narrative in a balanced manner needs to include being aware of and leveraging the positive themes that trend on social media, as well as strengthening the use of strategic domestic and international platforms to convey the South African Nation Brand narrative, for example, WEF Davos, BRICS and other international opportunities, and the conferencing sector in South Africa and abroad.
- 2) The 2014-2016 midterm review of MTSF Outcome 14: Social Cohesion and Nation Building, reflects a disjuncture between the impact that is sought and the

programmes/ activities in place to build a socially cohesive society. Through its research and the indices produced on constitutional awareness, social cohesion, active citizenry and pride in being South African, amongst others, Brand South Africa has an important role to play as one of at least 15 delivery partners of the Outcome.

- a) This role is especially important in supporting the Outcome with the development of the push/pull factors influencing nation building and social cohesion and making available research insights into regional and global good practice approaches;
 - b) Building on the research support provided in developing the concept document on Constitutional Awareness, support turns to implementing the Constitutional Awareness campaign through the road shows of the Play your Part outreach initiative.
- 3) Changes and challenges in the political environment, for example, the April 2017 Cabinet reshuffle, the state of capture report and media reports on corruption in government departments and SOE's continue to impact negatively on the country's reputation, requiring of Brand South Africa to be responsive in supporting government departments with appropriate responses and messaging. Stakeholder management, therefore, must continue to underpin Brand South Africa's reputation management of the Nation Brand.
- 4) The opportunity exists to make better use of insights from external research, for example, the "Doing Business Index", GCI research and the "Transparency International Corruption Perceptions Index". This should include interpreting and making available to South Africans the research findings, particularly, to government departments to inform their programmatic interventions and annual performance plans.
- 5) Brand South Africa's Play your Part (PYP) movement has progressively gained recognition as an important outreach initiative for inspiring, empowering and celebrating active citizenry and ultimately lifting the spirit of the nation.
- a) There is, however, a sense that it is not reaching out to the educated middle class, the more privileged and those who feel they have the "right to complain" without contributing to addressing the challenges of the country;
 - b) Considering the increasing scourge of drugs and substance abuse, high crime rates, gender and child-based violence, PYP should increase its visibility in these areas;
 - c) To explore the option of having annual PYP themes with a single message around which to rally;
 - d) There is a need to internationalise PYP through the country offices, around a common theme of patriotism.

Communication of the country's value proposition and value system

- 1) Brand South Africa is the apex/nexus for communication regarding the South African Brand. There is a need to reintroduce/strengthen sectoral forums and engagements. This includes reintroducing the chairperson's forum as a mechanism to drive sectoral engagements at a senior level. Furthermore, both Brand South Africa and GCIS need to play a more active and collaborative role in the DOC's communication and marketing forum.
- 2) There is a plethora of activities happening on a daily basis that impact on the Nation Brand, from war rooms dealing with protest actions to allegations of corruption in government. Often, responses by line ministries and departments in response to media reports lack the coherence needed to positively impact on public perception related to the issue on hand. Therefore, it is necessary to find a mechanism to extract greater value from communication through a central approach to communication, driven by advice and recommended messaging produced by Brand South Africa.
- 3) There remains much work to do in the domestic market to make the Nation Brand a living message, so as to get civil society and the private sector to be actively involved. As a call to mobilise South Africans and to provide brand ambassadors and global South Africans with positive, up to date information on stories and issues affecting the South African Brand, Brand South Africa should explore the development of a Brand South Africa mobile application.
- 4) While it is not possible to directly control how the media interprets and transmits messages, Brand South Africa needs to upscale efforts to improve media relations and to influence the narrative/discourse with more balanced reporting. This similarly applies to influencing public opinion on South Africa by ensuring foreign correspondents and analysts are engaged on appropriate media platforms, sharing relevant content and providing contextual information.
- 5) In order to better reach the youth, a more nuanced communication strategy needs to be developed, dominated by online/digital platforms that provide opportunities to tailor messages for the youth. Non-traditional platforms, such as the creative industries and arts festivals, should be included in the communication mix to reach a more diverse audience.

Marketing of the Nation Brand and the Nation Brand identity:

- 1) The opportunity exists to collaborate with the IMD, as publishers of the Global Competitiveness Report, to develop a mechanism that links their "centres of excellence" approach to South Africa's "inspiring new ways" tag line, for example, Western Cape Wine, Banking/Financial in Sandton and therefore to craft a tailored marketing message that clearly profiles each identified centre of excellence in South Africa.
- 2) Play Your Part ambassadors and Global South African Ambassadors - how to better tap into various constituencies represented by Board members? More needs to be

done to engage young people as Brand Ambassadors and give them reason to connect with the Brand, to profile South African stars and to bring civil society on board.

- 3) The opportunity exists to be at the forefront of marketing the country by taking advantage of the digital landscape, requiring strengthened capacity and additional resources.
- 4) Brand South Africa to support the Deputy President's youth development and career expo programme; to identify, promote and champion initiatives across the country and in global markets that enhance the Nation Brand and equip local and global South Africans to market themselves as proud and patriotic citizens; to coordinate and ensure alignment of marketing approaches of and with various stakeholders; and to advocate the Nation Brand positioning.
- 5) Often, there is a lack of understanding of the mandate and value of the work that Brand South Africa does. Stakeholders also confuse the work of Brand South Africa with that of Proudly SA and SA Tourism. Brand South Africa, therefore, needs to strengthen its corporate brand identity and positioning while continuing to strengthen relations with all stakeholders involved in marketing the Nation Brand.

Country Offices:

- 1) The Brand South Africa Country Offices must locate themselves within the Brand South Africa strategic framework ("the House") and align to the same strategic direction. This includes:
 - a) Ensuring that all Country Office Operational Plans are framed around the three core delivery areas of reputation management, communication and marketing;
 - b) Designing all programmatic interventions, including Stakeholder Management and Global South Africans around the three strategic pillars;
 - c) The Country Offices contributing directly to the targets of Brand South Africa's annual performance plan;
 - d) Ensuring a streamlined, common message to the global market, informed by Head Office.

1.2. ORGANISATIONAL ENVIRONMENT

Building on Brand South Africa's strengths and weaknesses identified in the 2015/16-2019/20 Strategic Plan, the annual planning process has highlighted the following issues to strengthen the foundation of Brand South Africa's strategic framework:

Sound governance, high performance and the optimal utilisation of available resources:

- 1) The Human Resources Committee of the Board is of the view that the organisational structure of Brand South Africa is reasonably optimal. The immediate priority is to investigate strengthening the Country Offices, particularly the China Office, to ensure full alignment to Brand South Africa's strategic intent and performance planning.

- 2) King IV emphasises risk management and mitigation, requiring of Brand South Africa, in terms of good practice, to establish such function - either internally or outsourced. Furthermore, Brand South Africa should consider the need for a Social and Ethics Committee as recommended by King.
- 3) As an image based organisation, the conduct and actions of Brand South Africa employees is critical - the employee climate survey shows a noticeable improvement in morale and commitment, and a definitive stabilisation of the organisation.
- 4) Attraction and retention of skilled staff - Brand South Africa must think outside the box to attract young talent, people that are attracted to the organisation because of the satisfaction they gain by contributing to nation building and patriotism, rather than being attracted by financial packages (Brand South Africa cannot compete against the private sector on the basis of remuneration).

It is, therefore, urgent for the organisation to develop an Attraction, Retention and Talent Strategy.

- 5) In support of building a high performance, values-oriented organisation, improvements are required to the application of the performance management and review process, and to strengthen the link between remuneration and performance management and development.
- 6) ERP system to be fully utilised and technological advancement to reach more users in the organisation in order to improve operations efficiencies and for improved communication with employees. A change management process needs to be engaged to support the rollout of new technology-based systems and processes.
- 7) Non-compliance to emerging/new legislation and regulations is a significant threat to Brand South Africa's reputation as a well governed organisation, thus the need to ensure systems, policies and procedures are regularly reviewed, updated and maintained.
- 8) Maintaining Brand South Africa's legacy of clean audit outcomes is a non-negotiable. For the planning period, the organisation needs to ensure business systems, processes and internal controls are fully aligned to the new strategic direction of the entity.

Importantly, the organisation needs to strengthen its "Portfolios of Evidence" (POE) framework through the development of standardised templates, reporting guidelines and processes to ensure ease of verification of non-financial performance (predetermined objectives).

- 9) To closely manage financial losses due to foreign exchange fluctuations, including budgetary updates during the mid-term adjustment process.
- 10) While the Board has acknowledged the improvements in financial management and reporting over the past year in terms of accuracy, relevance and reliability, there remains scope for improvements in the following areas:
 - a) Timeliness of reporting and submission to the Audit and Risk Committee of the Board, in order to allow the Committee adequate time to digest and consider the financial information;

- b) To improve the balance between domestic and international marketing spend - to better support the focus of the Executive Authority;
 - c) Ongoing management of under-expenditure;
 - d) To find a way to simplify/streamline reporting formats for ease of use, while better reflecting the impact of programme implementation;
 - e) Set asides and targeted procurement encouraged, but proper controls must be maintained.
- 11) Brand South Africa to engage a process to strengthen its corporate brand identity, in order to more clearly make known its value proposition and mandate-directed strategy and focus - create awareness of what Brand South Africa does, as compared to the work of other organisations such as Proudly SA and SA Tourism.
- 12) ICT governance - to ensure anti-virus software is regularly updated to mitigate the ransomware threat to the organisation's ICT system. Availability of outsourced IT systems such as Pastel and SmarTHR to be improved.

1.3. PRIORITIES INFORMING 2019/20 AND MTEF PLANNING

In summary, key planning priorities for 2019/20 - 2020/21 are:

- 1) Expand the reach and impact of the Play your Part initiative both domestically and internationally - ensuring it also leverages the GSA programme.
- 2) Ensure Brand South Africa's continued contribution to the delivery of Outcome 14 (Nation Building and Social Cohesion) and all relevant DoC imperatives.
- 3) Ensure proactive and reactive messaging in collaboration with the relevant partners (e.g. DoC, Presidency, the dti, business) in order to develop a coherent response to emerging crises and priority issues and the positive positioning of the nation brand.
- 4) Strengthen stakeholder partnerships across government, private sector and civil society; and utilise strategic platforms to ensure a cohesive approach in positively positioning the Nation Brand reputation.
- 5) Strengthen media relations through enhanced use of existing and new media platforms, as well as media engagements.
- 6) Create an enabling environment that is conducive to achieving organisational priorities with clear, efficient internal systems and processes that ensure seamless adherence to the PFMA.

All these priorities will be based on the foundation of the continuous dissemination of research results to relevant audiences.

REVISIONS TO LEGISLATIVE AND POLICY MANDATES

There have been no significant changes to the Brand South Africa legislative and policy mandates set out in the approved Strategic Plan.

It is recognised that Brand South Africa must comply with all National and Provincial legislation and regulations, and all municipal by-laws applicable to its functions.

A key feature of this Annual Performance Plan is the need to maintain it as a dynamic document and to ensure ongoing relevance and alignment with the strategy and business plan of the various stakeholders.

2019/20 MTEF BUDGET AND ESTIMATES

1.4. EXPENDITURE BY PROGRAMME/OBJECTIVE

Table 6: Brand SA historical and forecasted expenditure by programme over a 5-year period

R thousand	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	ADJUSTED					
Administration	R90 899	R99,590	R97,017	R102,668	R108,099	R112,342
Brand Marketing and Reputation Management	R72,087	R73,510	R85 209	R87,780	R92,626	R99,150
Stakeholder Relationship	R18,200	R21,200	R26,404	R28,466	R19,672	R21,054
Total expense	R181,186	R194,300	R208,630	R218,914	R220,397	R232,546

1.5. REVENUE AND EXPENDITURE BY ECONOMIC CLASSIFICATION

Table 6: Brand SA revenue and expenditure over a 5-year period

Objective/Activity	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
R thousand						
Grant Allocation	R181,186	R194,300	R200,430	R207,914	R219,397	R231,546
Interest Received				R1,000	R1,000	R1,000
Partnership Income			R8,200	R10,000		
Total Income			R208,630	R218,914	R220,397	R232,546
Current payments	R181,186	R194,300	R209,630	R222,654	R224,294	R236,775
Compensation of employees	R57,966	R62,140	R66,490	R71,144	R76,124	R81,453
Brand, Communication and Reputation Costs	R90,287	R94,710	R111,613	R114,539	R110,336	R118,200
General Expenditure	R23,569	R26,853	R27,472	R29,871	R29,887	R29,619
Capital Expenditure	R9,364	R10,597	R3,055	R3,360	R4,050	R3,274
Total Expenditure	R181,186	R194,300	R208,630	R218,914	R220,397	R232,546

PART B: BRAND SOUTH AFRICA PROGRAMME PLANS FOR 2019/20

In turn, by budget programme, each of the four strategic goals (outcomes) are unpacked into their aligned strategic objectives (outputs), performance indicators, baselines and annual targets with corresponding quarterly targets for the 2019/20 financial year and MTEF.

The focus is on ensuring that the strategic goals are unpacked in such a way as to be specific and measurable, and against which the programmes and activities of Brand South Africa might be implemented and reported upon, as is reflected in the programme performance plans and data below.

PROGRAMME 1: ADMINISTRATION

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

The organisational effectiveness focus of the Administration Programme results in delivery against the following Brand South Africa Strategic Goal:

Goal 1: Sound governance, high performance and the optimal utilisation of available resources (human, financial and technological).

The 2019/20 performance plan of Programme 1 is reflected in the log frame tables below:

1.6. PROGRAMME 1: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN OBJECTIVE TARGET (2015/16 - 2019/20)	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 1: Sound governance, high performance and the optimal utilisation of available resources									
1. Sound internal controls and good governance	Audit outcome on the year's financial information and non-financial performance information	Unqualified audit opinion on financial and performance information, with no other matters	Unqualified audit opinion on financial and performance information, with no other matters	Unqualified audit opinion on financial and performance information, with no other matters	Unqualified audit opinion on financial and performance information	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial and performance information, with no other matters	Unqualified audit opinion on financial and performance information, with no other matters	Unqualified audit opinion on financial and performance information, with no other matters
2. A high performing organisation through the optimal utilisation of technological, financial and human resources	Overall organisational performance rating, meeting organisational benchmark	Overall organisational performance rating, meeting organisational benchmark	New Indicator	91% overall organisational performance rating	100% overall organisational performance rating	86% overall organisational performance rating	90% overall organisational performance rating on previous year	1% increase on overall organisational performance rating on previous year	1% increase on overall organisational performance rating on previous year

1.7. PROGRAMME 1: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 1: Sound governance, high performance and the optimal utilisation of available resources									
1. Sound internal controls and good governance	Audit outcome on the year's financial information and non-financial performance information	1.1. Unqualified Audit opinion on Financial information	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters	Unqualified audit opinion on financial information, with no other matters
		1.2. Unqualified Audit opinion on performance information	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters	Unqualified audit opinion on performance information, with no other matters
		1.3. Number of satisfactory reports on monitoring and improvements in the internal control environment	N/A	N/A	N/A	4x reports per annum outlining monitoring and improvements in the internal control environment	Quarterly satisfactory internal audit & AG reports on internal controls	Quarterly satisfactory internal audit & AG reports on internal controls	Quarterly satisfactory internal audit & AG reports on internal controls
2. A high performing organisation through the optimal utilisation of technological, financial and human resources	Overall organisational performance rating, meeting organisational benchmark	2.1. Percentage overall organisational performance rating	N/A	91% overall organisational performance rating	100% overall organisational performance rating	86% overall organisational performance rating	90% overall organisational performance rating	1% increase on overall organisational performance rating on previous year	1% increase on overall organisational performance rating on previous year



STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		2.2. Percentage variance on approved budget vs. actual expenditure	15% Variance on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure	5% variance as per materiality framework on budget versus expenditure
		2.3. Percentage availability of all IT systems	Phase 1 ERP implementation	Phase 2 ERP implementation	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

1.8. PROGRAMME 1: QUARTERLY TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
Supporting Strategic Goal 1: Sound governance, high performance and the optimal utilisation of available resources							
1. Sound internal controls and good governance	1.1. Audit outcome on previous year's financial information	Annual	Unqualified audit opinion on financial information	-	Unqualified audit opinion on financial information	-	-
	1.2. Audit outcome on previous year's non-financial performance information	Annual	Unqualified audit opinion on performance information	-	Unqualified audit opinion on performance information	-	-
	1.3. Number of satisfactory reports on monitoring and improvements in the internal control environment	Quarterly	Quarterly satisfactory internal audit & AG reports on internal controls	1x satisfactory internal audit & AG report on internal controls	1x satisfactory internal audit & AG report on internal controls	1x satisfactory internal audit & AG report on internal controls	1x satisfactory internal audit & AG report on internal controls



STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
2. A high performing organisation through the optimal utilisation of technological, financial and human resources	2.1. Percentage overall organisational performance rating	Annual	90% overall organisational performance rating	-	-	-	90% overall organisational performance rating
	2.2. Percentage variance on approved budget vs. actual expenditure	Quarterly	5% variance as per materiality framework on budget versus expenditure	5% variance on budget versus expenditure	5% variance on budget versus expenditure	5% variance on budget versus expenditure	5% variance on budget versus expenditure
	2.3. Percentage availability of all IT systems	Quarterly	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems	98% availability of all IT systems

1.9. PROGRAMME 1: KEY PERFORMANCE ENABLERS

Aligned to the priorities in the situational analysis and, in support of the above performance targets for Programme 1, certain standards, systems and processes need to be developed and structural/capacity requirements addressed in the 2019/20 planning period, namely:

- 1) **Portfolios of evidence (POE):** Develop a standardised format with guidelines and templates, to strengthen the means of verification and collecting and reporting on performance information. This includes standardising the format or template for signed Exit Reports.
- 2) **Financial reporting:** To further strengthen the timeliness of reporting and submission of quarterly reports to the Audit and Risk Committee, in order to allow the Committee adequate time to digest and consider the financial information. In- addition to, streamlining reporting formats for ease of use, while better reflecting the impact of programme implementation.
- 3) **Non-financial reporting:** adherence to reporting deadlines and templates.
- 4) **HR Strategy:** effective talent management, attraction and retention. -
- 5) **Develop and communicate** a clear Standard Operating Procedures (SOPs).
- 6) **Risk management:** efficient and effective risk management resource.
- 7) **Operational plans:** efficient and effecting implementation of departmental operation plans.

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

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 a focus to research and monitor sentiment and performance of the Nation Brand; to analyse trends and provide insights to inform decision making and communication; and then to both proactively and reactively communicate the country's value proposition, values and highlight progress being made.

The core delivery focus of the Brand, Marketing and Reputation Management Programme results in delivery against the following Brand South Africa Strategic Goals:

- Goal 2:** Proactive and coordinated reputation management of the Nation Brand.
- Goal 3:** Proactive and coordinated communication of the Nation Brand values system and value proposition.
- Goal 4:** Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity.

The 2019/20 performance plan of Programme 2 is reflected in the log frame tables below:

1.10. PROGRAMME 2: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN OBJECTIVE TARGET (2015/16 - 2019/20)	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand									
3. Enhanced understanding of the Nation Brand performance	Analysis on the performance of the Nation Brand produced	Quality Research and analysis on issues related to the performance of the Nation Brand conducted and produced	Analysis reports on internal and external indices	Analysis reports on internal and external indices	Analysis reports on internal and external research sources and indices produced	Analysis reports on internal and external research sources and indices produced	Analysis reports on internal and external research sources and indices produced	Analysis reports on internal and external research sources and indices produced	Analysis reports on internal and external research sources and indices produced
4. Improved Nation Brand reputation and perceptions amongst South Africans	Play Your Part programme ³ implemented to promote Nation Brand values	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented	Play Your Part programme implemented

³ The Play your Part programme includes the promotion of active citizenship, pride and patriotism, social cohesion, and constitutional awareness.



STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN OBJECTIVE TARGET (2015/16 - 2019/20)	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS			
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition										
5. Improved Nation Brand reputation and perceptions domestically and internationally	Communication programmes to manage the reputation of the Nation Brand implemented	Positive communication programmes implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented



STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN OBJECTIVE TARGET (2015/16 - 2019/20)	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Supporting Strategic Goal 4: Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity									
6. Enhanced awareness of the Nation Brand identity, image, competitiveness and Nation Brand value proposition	Activities that enhance the Nation Brand reputation and image implemented on domestic and international platforms	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness	Domestic and international platforms utilised to promote the Nation Brand Identity, image, values and competitiveness
7. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	Nation Brand alignment training implemented to encourage a cohesive approach amongst targeted stakeholders when promoting and marketing the Nation Brand	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass in all Provinces	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass in all Provinces	Targeted Institutions reached with Brand South Africa Nation Brand Masterclass in all Provinces

Brand South Africa: 2019/20 Annual Performance Plan



<p>8. Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad</p>	<p>Activities that promote Nation Brand advocacy domestically and amongst South Africans living abroad implemented</p>	<p>Programmes that enable the people of South Africa, domestic and international, to participate in the promotion of the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa, domestic and international, to participate in the promotion of the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa, domestic and international, to participate in the promotion of the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa, domestic and international, to participate in the promotion of the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa, domestic and international, to participate in the promotion of the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa to promote the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa to promote the Nation Brand implemented</p>	<p>Programmes that enable the people of South Africa to promote the Nation Brand implemented</p>
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1.11. PROGRAMME 2: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand									
3. Enhanced understanding of the Nation Brand performance	Analysis on the performance of the Nation Brand produced	3.1. Number of analysis reports on performance of the Nation Brand produced	Communicated Brand South Africa research outputs to key stakeholders	12x research reports on performance of the Nation Brand produced	12x research reports on performance of the Nation Brand produced	12x research reports on performance of the Nation Brand produced	12x research reports on performance of the Nation Brand produced	12x research reports on performance of the Nation Brand produced	12x research reports on performance of the Nation Brand produced
		3.2. Number of SA Incorporated research analysis reports produced	4 SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced	4x SA Incorporated research analysis reports produced
		3.3. Number of domestic perceptions research studies concluded	Domestic Perceptions Research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted	4x quarterly domestic perceptions research conducted
		3.4. Number of international research studies on reputation and perceptions of Nation Brand conducted	Conducted perception studies in DRC, Senegal and Angola and produce reports	-	1x Investor Perceptions study	1x Investor Perceptions study	1x Investor Perceptions study	1x Investor Perceptions study	1x Investor Perceptions study
		3.5. Number of approved Annual SA Competitiveness Forum outcome reports	Hosted Provincial SACF	Hosted Provincial SACF	Annual SA Competitiveness Forum Programme implemented	1x approved Annual SA Competitiveness Forum outcome report	1x approved Annual SA Competitiveness Forum outcome report	1x approved Annual SA Competitiveness Forum outcome report	1x approved Annual SA Competitiveness Forum outcome report

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
4. Improved Nation Brand reputation and perceptions amongst South Africans	Play Your Part programmes implemented to promote Nation Brand values	4.1. Play Your Part activities that promote the Nation Brand values implemented in all 9 provinces (at least one per province)	Implemented domestic programmes through own and key stakeholder programmes in all provinces	9 Programme per province per annum	9 Programme per province per annum	9 x PYP activities implemented	9 x PYP activities implemented	9 x PYP activities implemented	9 x PYP activities implemented
		4.2. Number of Brand SA-led activations utilised to promote constitutional awareness (at least one per province)	N/A	N/A	N/A	9x activations utilised to promote constitutional awareness	10x activations utilised to promote constitutional awareness	10x activations utilised to promote constitutional awareness	10x activations utilised to promote constitutional awareness
		4.3. Number of marketing platforms utilised for the promotion of the constitutional awareness campaign	Play Your Part road shows with constitutional awareness messaging implemented in 9 Provinces	Constitutional awareness promoted on radio, social media platforms and outdoor	8 Platforms utilised to promote constitutional awareness	8x marketing platforms utilised for the constitutional awareness campaign	16x marketing platforms utilised for the constitutional awareness campaign	16x marketing platforms utilised for the constitutional awareness campaign	16x marketing platforms utilised for the constitutional awareness campaign

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 3: Proactive and coordinated communication of the Nation Brand values system and value proposition									
5. Improved Nation Brand reputation and perceptions domestically and internationally	Communication programmes, for the management of the reputation of the Nation Brand, implemented	5.1. Content and Communication programmes that engage with issues that are strategic to the reputation of the Nation Brand developed	Positive communication programme implemented	Positive communication programme implemented	Positive communication programme implemented	16x positive communication content pieces published	100x positive communication content pieces published ⁴	100x positive communication content pieces published	100x positive communication content pieces published
		5.2. Number of users who engage with Brand SA content on its digital platforms	N/A	N/A	N/A	4x reports per annum outlining positive content disseminated on digital platforms	5% increase in users who engage with Brand SA content on its digital platforms ⁵	5% increase in users who engage with Brand SA content on its digital platforms	5% increase in users who engage with Brand SA content on its digital platforms
		5.3. Number of media hosting activities to position the Nation Brand implemented	Finalise domestic media partnership in support of our programmes 4 implemented programmes	4 implemented programmes	4 implemented programmes	4x implement media engagement activities to strengthen relations and liaison with media	11x Media hosting activities to position the Nation Brand implemented ⁶	11x Media hosting activities to position the Nation Brand implemented	11x Media hosting activities to position the Nation Brand implemented

⁴ 50x positive communication content pieces produced by Communications Unit; 50x positive communication content pieces produced by Global Markets Unit

⁵ Reformulated target to ensure measurement of impact.

⁶ Here and following years, 3x Media hosting activities to position the Nation Brand implemented by Global Markets Unit



STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18		2018/19	2019/20	2020/21
Supporting Strategic Goal 4: Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity									
6. Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition	Activities that enhance the Nation Brand reputation and image implemented on domestic and international platforms	6.1. Number of international platforms utilised to promote the Nation Brand	6 International platforms	10 International platforms	8x international platforms utilised to promote the Nation Brand	8x international platforms utilised to promote the Nation Brand	12x international platforms utilised to promote the Nation Brand ⁷	12x international platforms utilised to promote the Nation Brand	12x international platforms utilised to promote the Nation Brand
		6.2. Number of domestic platforms utilised to promote the Nation Brand	2 domestic platforms	6 domestic platforms	16x domestic platforms utilised to promote the Nation Brand	18x domestic platforms utilised to promote the Nation Brand	18x domestic platforms to promote the Nation Brand	18x domestic platforms to promote the Nation Brand	19x domestic platforms to promote the Nation Brand
7. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	Nation Brand alignment training implemented	7.1. Number of Brand SA-led Nation Brand alignment training workshops implemented in Provinces	36 (institutions reached)	48 (institutions reached)	80x institutions reached through Nation Brand alignment training	80x institutions reached through Nation Brand alignment training	9x Brand SA-led Nation Brand alignment training workshops implemented in provinces (1x per province) ⁸	9x Brand SA-led Nation Brand alignment training workshops implemented in provinces (1x per province)	9x Brand SA-led Nation Brand alignment training workshops implemented in provinces (1x per province)
		7.2. Number of Stakeholder-led platforms utilised to deliver Nation Brand alignment training	N/A	N/A	N/A	N/A	Leverage off 3x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 3x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 3x Stakeholder-led platforms to deliver Nation Brand alignment training

⁷ Here and following years, 4x international platforms utilised to promote the Nation Brand implemented by Global Markets Unit

⁸ From 2019/20 Brand South Africa will measure Brand South Africa-led training workshops

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		7.3 Number of new registrations on the marketer's portal	Ongoing Update on Brand and message alignment toolkit on line 110 Registrations on Portal	Portal 200 new registration on the portal	220x new registrations on marketer's portal	300x new registrations on the marketer's portal	500x new users on the marketer's portal	500x new users on the marketer's portal	500x new users on the marketer's portal
8.Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad	Activities that promote Nation Brand advocacy domestically and amongst South Africans living abroad implemented	8.1. Number of PYP ambassador engagements ⁹ (online or offline) achieved in promoting the Nation Brand	N/A	N/A	N/A	N/A	60x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	60x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	60x PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand
		8.2. Number of Brand SA-led GSA activations implemented	11 GSA activities	13 GSA activities	13x activities implemented in partnership with Global South Africans	18x GSA activations	18x Brand SA-led GSA activations	18x Brand SA-led GSA activations	18x Brand SA-led GSA activations

⁹ New Performance Indicator (highlighted in the grey column) that will be measured from the 2019/20 FY going forward. Target adjusted from quantitative to qualitative. This way Brand SA is able to do more qualitatively instead of on-boarding more PYP ambassadors and not being able to engage with them on a continuous basis.

1.12. PROGRAMME 2: QUARTERLY TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand							
3. Enhanced understanding of the Nation Brand performance	3.1. Number of analysis reports on performance of the Nation Brand produced	Quarterly	12x research reports on performance of the Nation Brand produced	1x analysis report on performance of the Nation Brand produced	2x analysis reports on performance of the Nation Brand produced	5x analysis reports on performance of the Nation Brand produced	4x analysis reports on performance of the Nation Brand produced
	3.2. Number of SA Incorporated research analysis reports produced	Quarterly	4x SA Incorporated research analysis reports produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced	1x SA Incorporated research analysis report produced
	3.3. Number of domestic perceptions research studies concluded	Quarterly	4x quarterly domestic perceptions research conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted	1x quarterly domestic perceptions research study conducted
	3.4. Number of international research studies on reputation and perceptions of Nation Brand conducted	Annual	16x Market reports received	-	-	16x Market reports received; Fieldwork completion, development of final market, regional and overall report produced	-
	3.5. Number of approved Annual SA Competitiveness Forum outcome reports	Annual	1x approved Annual SA Competitiveness Forum outcome report	-	-	1x annual SACF programme implemented	-
4. Improved Nation Brand reputation and perceptions amongst South Africans	4.1. Play Your Part activities that promote the Nation Brand values implemented in all 9 provinces (at least one per province)	Quarterly	9x PYP activities implemented	3x Provincial PYP activities implemented	3x Provincial PYP activities implemented	2x Provincial PYP activities implemented	1x Provincial PYP activities implemented
	4.2. Number of Brand SA-led activations utilised to promote constitutional awareness	Quarterly	10x activations utilised to promote constitutional awareness	2x activations utilised to promote constitutional awareness	3x activations utilised to promote constitutional awareness	3x activations utilised to promote constitutional awareness	2x activations utilised to promote constitutional awareness
	4.3. Number of marketing platforms utilised for the promotion of the constitutional awareness campaign	Quarterly	16x marketing platforms utilised for the constitutional awareness campaign	4x marketing platforms utilised to promote constitutional awareness	4x marketing platforms utilised to promote constitutional awareness	4x marketing platforms utilised to promote constitutional awareness	4x marketing platforms utilised to promote constitutional awareness

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

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2019/20 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
Supporting Strategic Goal 4: Proactive and coordinated marketing of the Nation Brand and the Nation Brand identity							
6. Enhanced awareness of the Nation Brand identity, image, and competitiveness and Nation Brand value proposition	6.1. Number of international platforms utilised to promote the Nation Brand	Quarterly	12x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	2x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	4x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness ¹⁰	4x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness	2x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness
	6.2. Number of domestic platforms utilised to promote the Nation Brand	Quarterly	13x PYP domestic platforms utilised to promote the Nation Brand	4x PYP domestic platforms utilised to promote the Nation Brand	3x PYP domestic platforms utilised to promote the Nation Brand	4x PYP domestic platforms utilised to promote the Nation Brand	2x PYP domestic platforms utilised to promote the Nation Brand
7. A cohesive approach when promoting and marketing the Nation Brand amongst targeted stakeholders	7.1. Number of Brand SA-led Nation Brand alignment training workshops implemented in Provinces	Quarterly	9x Nation Brand alignment training workshops implemented in provinces (1x per province)	2x Nation Brand alignment training workshops implemented	3x Nation Brand alignment training workshops implemented	2x Nation Brand alignment training workshops implemented	2x Nation Brand alignment training workshops implemented
	7.2. Number of Stakeholder-led platforms utilised to deliver Nation Brand alignment training	Quarterly	Leverage off 3x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training	Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training		Leverage off 1x Stakeholder-led platforms to deliver Nation Brand alignment training
	7.3. Number of new registrations on marketer's portal	Quarterly	500x new users on marketer's portal	125x new users on marketer's portal	125x new users on marketer's portal	125x new users on marketer's portal	125x new users on marketer's portal
8. Strengthened Nation Brand advocacy, domestically and amongst South Africans living abroad	8.1. Number of PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	Quarterly	60 PYP ambassador engagements (online or offline) achieved in promoting the Nation Brand	15 PYP ambassador engagements achieved in promoting the Nation Brand	15 PYP ambassador engagements achieved in promoting the Nation Brand	15 PYP ambassador engagements achieved in promoting the Nation Brand	15 PYP ambassador engagements achieved in promoting the Nation Brand
	8.2. Number of GSA activations implemented	Quarterly	17x GSA activations	4x GSA activations	4x GSA activations	4x GSA activations	5x GSA activations

¹⁰ Here and in Q3, 2x international platforms utilised to promote the Nation Brand identity, image, values and competitiveness implemented by Global Markets Unit

1.13. PROGRAMME 2: KEY PERFORMANCE ENABLERS

Aligned to the priorities in the situational analysis and, in support of the above performance targets for Programme 2, certain protocols/strategies need to be developed and/or structural capacity requirements addressed in the 2019/20 planning period, namely:

- 1) **Generic crisis management plan:** effective crisis management plan in collaboration with the Executive Authority.
- 2) **Online reputation management:** maintain an online reputation management system
- 3) **Media relations:** To build relations with the media- beyond media breakfasts and tours; attracting the media to call on Brand South Africa to comment or provide analysis on “hot” issues.
- 4) **Develop** the PYP Strategic Adoption Presentation that will promote a cohesive (domestic) and single-minded message that is inclusive of all the elements of the Nation Brand identity.
- 5) **Elevate and enhance** the marketing and communication of research findings and issues.
- 6) **Increase** PYP Digital Support and Auditing of social media platforms.
- 7) **Utilise** PYP ambassadors to augment the promotion of Nation Brand values and targeting different sectors by quarter e.g. Q3: targeting competitiveness, Q2: investment

PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

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.

The focus of the Stakeholder Relationships Programme results in delivery against the following Brand South Africa Strategic Goal:

Goal 2: Proactive and coordinated reputation management of the Nation Brand.

The 2019/20 performance plan of Programme 3 is reflected in the log frame tables below:



1.14. PROGRAMME 3: STRATEGIC OBJECTIVE ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	STRATEGIC PLAN OBJECTIVE TARGET (2015/16 - 2019/20)	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand									
9. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	Approved Annual Stakeholder Relations strategy implemented	Review and implement the Annual Stakeholder Relations strategy	N/A	N/A	N/A	Develop and implement the annual Stakeholder Relations strategy	Review and implement the annual Stakeholder Relations strategy	Review and implement the annual Stakeholder Relations strategy	Review and implement the annual Stakeholder Relations strategy

1.15. PROGRAMME 3: PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand									
9. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	Approved Annual Stakeholder Relations strategy implemented	9.1. Number of coordinated activities implemented in partnership with private sector stakeholders	Long-term strategic partnership programmes with targeted Tier 1 Business stakeholders and PYP TV series partners	Long-term strategic partnership programmes with targeted Tier 1 Business stakeholders and PYP TV series partners	Coordinate and implement 16 programmes in partnership with private sector stakeholders	12x Coordinated activities implemented in partnership with private sector stakeholders	14x Coordinated activities implemented in partnership with private sector stakeholders	15x Coordinated activities implemented in partnership with private sector stakeholders	16x Coordinated activities implemented in partnership with private sector stakeholders
		9.2. Number of coordinated activities implemented in partnership with state institution stakeholders	Long-term strategic partnership programmes with targeted Tier 1 Government stakeholders at Provincial level and PYP TV series partners.	Long-term strategic partnership programmes with targeted Tier 1 Government stakeholders at Provincial level and PYP TV series partners.	Coordinate and implement 15x programmes in partnership with state institution stakeholders	14x Coordinated activities implemented in partnership with state institution stakeholders	16x Coordinated activities implemented in partnership with state institution stakeholders	17x Coordinated activities implemented in partnership with state institution stakeholders	18x Coordinated activities implemented in partnership with state institution stakeholders
		9.3. Number of coordinated activities implemented in partnership with civil society stakeholders	Long-term strategic partnership programmes with targeted Tier 1 Civil Society stakeholder and PYP TV series partners Achieved 10x strategic programmes	Long-term strategic partnership programmes with targeted Tier 1 Civil Society stakeholder and PYP TV series partners Achieved 10x strategic programmes	12x long term strategic partnership programmes with civil society stakeholders	12x Coordinated activities implemented in partnership with civil society stakeholders	14x Coordinated activities implemented in partnership with civil society stakeholders	15x Coordinated activities implemented in partnership with civil society stakeholders	16x Coordinated activities implemented in partnership with civil society stakeholders

STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE INDICATOR	PERFORMANCE INDICATOR	AUDITED ACTUAL PERFORMANCE			ESTIMATED PERFORMANCE	MEDIUM TERM TARGETS		
			2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		9.4. Number of in-market activities implemented with stakeholders (civil society, government and private sector)	9 In-market coordinated programmes and activations implemented	9x coordinated and implemented in-market activities	10x coordinated and implemented in-market activities	48x in-market activities implemented	20x Brand SA-led in-market activities implemented ¹¹	20x Brand SA-led in-market activities implemented	20x Brand SA-led in-market activities implemented
		9.5. Number of activities implemented at strategic platforms	New Indicator	New Indicator	New Indicator	7x activities implemented at strategic platforms	8x activities implemented at strategic platforms ¹²	7x activities implemented at strategic platforms	8x activities implemented at strategic platforms

¹¹ The organisation resolved to focus on enhancing the impact of its in-market engagements, in order to utilize the limited budget in a more impactful manner

¹² 2019/20 Targets are: WEF Davos, WEF Africa, Mining Indaba, SA Investment Conference, BRICS Summit, SADC Summit, United Nations General Assembly, and SA Tomorrow Conference.

1.16. PROGRAMME 3: QUARTERLY TARGETS FOR 2019/20

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	REPORTING PERIOD	2018/19 ANNUAL TARGET	QUARTERLY TARGETS			
				Q1 Apr - Jun 2019	Q2 Jul - Sep 2019	Q3 Oct - Dec 2019	Q4 Jan - Mar 2020
Supporting Strategic Goal 2: Proactive and coordinated reputation management of the Nation Brand							
9. Enhanced relations with Stakeholders towards the promotion of the Nation Brand reputation, domestically and internationally	9.1. Number of coordinated activities implemented in partnership with private sector stakeholders	Quarterly	14x coordinated activities implemented in partnership with private sector stakeholders	3x coordinated activities implemented in partnership with private sector stakeholders	4x coordinated activities implemented in partnership with private sector stakeholders	3x coordinated activities implemented in partnership with private sector stakeholders	4x coordinated activities implemented in partnership with private sector stakeholders
	9.2. Number of coordinated activities implemented in partnership with state institution stakeholders	Quarterly	16x coordinated activities implemented in partnership with state institution stakeholders in collaboration with Global Markets for international partner	4x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders	4x coordinated activities implemented in partnership with state institution stakeholders
	9.3. Number of coordinated activities implemented in partnership with civil society stakeholders	Quarterly	14x coordinated activities implemented in partnership with civil society stakeholders	3x coordinated activities implemented in partnership with civil society stakeholders	4x coordinated activities implemented in partnership with civil society stakeholders	3x coordinated activities implemented in partnership with civil society stakeholders	4x coordinated activities implemented in partnership with civil society stakeholders
	9.4. Number of in-market activities implemented with stakeholders (civil society, government and private sector)	Quarterly	20x Brand SA-led in-market activities implemented	4 in-market activities implemented	6 in-market activities implemented	5 in-market activities implemented	5 in-market activities implemented
	9.5. Number of activities implemented at strategic platforms	Quarterly	8x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	1x activity implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	2x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	3x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events	2x activities implemented at strategic platforms that will secure speaking platforms at other relevant international strategic events

1.17. PROGRAMME 3: KEY PERFORMANCE ENABLERS

Aligned to the priorities in the situational analysis and, in support of the above performance targets for Programme 3, certain protocols/strategies need to be developed and/or structural capacity requirements addressed in the 2019/20 planning period, namely:

- 4) **Stakeholder relations management strategy:** Develop an integrated stakeholder relations management strategy - the priority for 2019/20 being to review and reduce number of stakeholders in terms of new strategic direction (e.g. in view of investment drive).
- 5) **Reduce number of engagements to focus on quality instead of number of engagement to be more impactful.**

PART C: LINKS TO OTHER PLANS

LINKS TO LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

Not applicable to Brand South Africa.

CONDITIONAL GRANTS

Not applicable to Brand South Africa.

PUBLIC ENTITIES / SUBSIDIARIES REPORTING TO BRAND SOUTH AFRICA

Not applicable to Brand South Africa.

PUBLIC-PRIVATE PARTNERSHIPS

Not applicable to Brand South Africa at this stage.

MATERIALITY FRAMEWORK

In terms of Treasury Regulations, it is hereby stated that Brand South Africa has a Materiality Framework in place.

ANNEXURE A: CHANGES TO STRATEGIC PLAN

No changes to the Strategic Plan, only changes to the Annual Performance Plan have been made.